

**A STUDY OF TALENT MANAGEMENT PRACTICES AND ITS
IMPACT ON ORGANIZATIONAL PERFORMANCE OF INDIAN
CORPORATE IN UTTAR PRADESH**

THESIS

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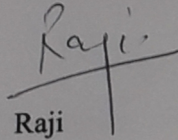
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DECLARATION

I declare that the thesis titled "**A Study of Talent Management Practices And Its Impact On Organizational Performance Of Indian Corporate In Uttar Pradesh**" has been prepared by me under the supervision of **Prof. M. S. Khan**, Head, Dean, Department of Rural Management, School of Management Studies, Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. No part of this thesis has been previously submitted in part or full for the award of any degree or diploma to this or any other university. Further I declare that all the matter presented by me in this thesis is original research work and use of another's work is duly acknowledged in the correct way at the relevant places. I also declare that my research work is free from all essential plagiarism.


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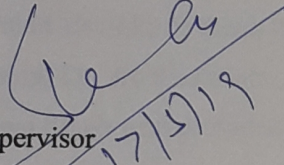
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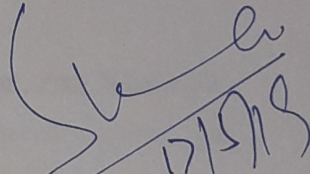
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This is to certify that the thesis titled “A Study of Talent Management Practices And Its Impact On Organizational Performance Of Indian Corporate In Uttar Pradesh” submitted by Raji is an original research work and has not been previously submitted in part or full for the award of any other degree or diploma to this or any other university.

The thesis submitted to Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow satisfies all the requirements as stipulated in the Doctor of Philosophy (Ph.D.) regulations -1999 as amended in 2008/2010/2013 and is fit for submission and evaluation for the award of the degree of Doctor of Philosophy of the University.


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PREFACE

With the complex economic conditions in highly volatile market, business growth cycle is becoming complex. Thus, the organizations are in need of different talents which can set them unique in the market. The previous research suggested that strong cues are needed to shape the global talent management. These cues include scarcity of talented employees, change in demographics, changing attitude of workers, and cross-cultural system of the organization. They create a great impact for the need of global talent management systems. The global talent management system undergoes general policies of HR executives like acquisition, develop, train and retain talent within the organization. The present study was undertaken to understand the factors which can make the talent management practices more efficient. An extensive literature review was conducted so as to study the explorations done in the same context. The analysis of the literature review revealed that the organizations are facing many challenges in order to retain the best talent in the workforce. These challenges have added to the pressure that the overall organizational performance has to be better than the rest.

The proposed study makes an attempt to find the impact of talent management practices on effective organizational performance with context to Uttar Pradesh state of India. It studies the process of talent management and challenges the organizations face while implementing different talent management practices for retaining talent. The proposed research is based on the feedback of employees with regards to their expectations and experience from the talent management practices in their respective organizations. It also lays down suggestions for improving the overall organizational performance by following effective talent management practices. For conducting the present research, the basic eight factors that were taken into consideration include Organizational Performance (OP), Workforce Planning and Talent Acquisition (WPTA), Learning and High Potential Development (LDP), Retention Strategy (RS), Compensation and Benefits (CB), Growth and Learning Opportunity (GLO), Organizational Culture and Policies (OCP), and Relationship with Employees (RE). The data for the study is collected using survey method/ questionnaire and further analyzed using multiple statistical procedures: percentage analysis, mean point value, correlation, Chi square test, and Three-way analysis of variance (ANOVA).

LIST OF ABBREVIATIONS

Short Form	Description
ANOVA	Analysis of Variance
AVE	Average Variance Extracted
CB	Compensation and Benefits
CD	Critical Distance
CIPD	Chartered Institute of Personnel and Development
Dof/Df	Degrees of Freedom
EFA	Exploratory Factor Analysis
GLO	Growth and Learning Opportunity
H/H0	Hypothesis/Null Hypothesis
H1/HA	Alternate Hypothesis
HR	Human Resources
HRM	Human Resource Management
IHRM	Integrated Human Resource
IT	Information Technology
KMO	Kaiser-Meyer-Olkin Test
KSA	Kingdom of Saudi Arabia
LDP	Learning and High Potential Development
MLR	Multiple Linear Regression
MNC	Multi-National Company
MSSE	Mean Sum of Squares for Error
OCP	Organizational Culture and Policies
OP	Organizational Performance
PCA	Principal Component Analysis
POD	Point of Difference
RE	Relationship with Employees
RS	Retention Strategy
TM	Talent Management
TMP	Talent Management Practices
UK	United Kingdom
WPTA	Workforce Planning and Talent Acquisition

LIST OF TABLES

Table No.	Table Description	Page No.
Table 3.1	Research Design	55
Table 4.1	Sample Distribution by Gender	56
Table 4.2	Sample Distribution by Age	57
Table 4.3	Sample Distribution by Experience	58
Table 4.4	Descriptive for Workforce Planning & Talent Acquisition	60 to 62
Table 4.5	Descriptive for Capability, Development & Performance	63 to 65
Table 4.6	Descriptive for Leadership and High Potential Development	66 to 67
Table 4.7	Descriptive for Retention Strategy	68 to 70
Table 4.8	Descriptive for Compensation and Benefits	71 to 72
Table 4.9	Descriptive for Growth and Learning Opportunity	73 to 75
Table 4.10	Descriptive for Organization Culture and Policies	76 to 78
Table 4.11	Descriptive for Relationship	79 to 81
Table 4.12	Descriptive for Effects of Talent Management Practices on Organizational Performance (Financial)	82 to 84
Table 4.13	Descriptive for Effects of Talent Management Practices on Organizational Performance (Non Financial)	85 to 86
Table 5.1	Age & Workforce Planning and Talent Acquisition (WPTA)	94
Table 5.2	Age & Capability Development and Performance (CDP)	95
Table 5.3	Age & Leadership and High Potential Development (LHDP)	96
Table 5.4	Age & Retention Strategy (RS)	97
Table 5.5	Age & Compensation and Benefits (CB)	98
Table 5.6	Age & Growth and Learning Opportunity (GLO)	99
Table 5.7	Age & Organizational Culture and Policies (OCP)	100
Table 5.8	Age & Relationship with Employees (REL)	101
Table 5.9	Age & Overall Talent Management Practices	102
Table 5.10	Gender & Workforce Planning and Talent Acquisition (WPTA)	103
Table 5.11	Gender & Capability Development and Performance (CDP)	104

Table 5.12	Gender & Leadership and High Potential Development (LHDP)	105
Table 5.13	Gender & Retention Strategy (RS)	106
Table 5.14	Gender & Compensation and Benefits (CB)	107
Table 5.15	Gender & Growth and Learning Opportunity (GLO)	108
Table 5.16	Gender & Organizational Culture and Policies (OCP)	109
Table 5.17	Gender & Relationship with Employees (REL)	110
Table 5.18	Gender & Overall Talent Management Practices	111
Table 5.19	Experience & Workforce Planning and Talent Acquisition (WPTA)	112
Table 5.20	Experience & Capability Development and Performance (CDP)	113
Table 5.21	Experience & Leadership and High Potential Development (LHDP)	114
Table 5.22	Experience & Retention Strategy (RS)	115
Table 5.23	Experience & Compensation and Benefits (CB)	116
Table 5.24	Experience & Growth and Learning Opportunity (GLO)	117
Table 5.25	Experience & Organizational Culture and Policies (OCP)	118
Table 5.26	Experience & Relationship with Employees (RE)	119
Table 5.27	Experience of Employees & Overall Talent Management Practices	120
Table 5.28	Demographic Factor Recoding Details	121
Table 5.29	Descriptive Statistics showing the mean of talent management practices for each of the gender, age and experience.	125
Table 5.30	Three-way ANOVA table for the data on Talent Management Practices	125
Table 5.31	Comparison for Levels of Gender	127
Table 5.32	Multiple Comparisons for Levels of Age	128
Table 5.33	Multiple Comparisons for Levels of Experience	129
Table 5.34	Gender Comparison across Age Categories	130
Table 5.35	Gender Comparison across Experience Categories	132
Table 5.36	Three-way ANOVA table for WPTA Practice	137
Table 5.37	Comparison for Levels of Gender, Age and Experience	138
Table 5.38	Gender Comparison across Age Categories	139
Table 5.39	Three-way ANOVA table for CDP Practice	140

Table 5.40	Gender Comparison across Age Categories	141
Table 5.41	Three-way ANOVA table for LHPD Practice	142
Table 5.42	Comparison for Levels of Gender, Age and Experience	143
Table 5.43	Gender Comparison across Age Categories	145
Table 5.44	Gender Comparison across Experience Categories	146
Table 5.45	Three-way ANOVA table for RS Practice	147
Table 5.46	Comparison for Levels of Gender, Age and Experience	148
Table 5.47	Gender Comparison across Age Categories	149
Table 5.48	Three-way ANOVA table for CAB Practice	150
Table 5.49	Comparison for Levels of Gender, Age and Experience	151
Table 5.50	Gender Comparison across Age Categories	153
Table 5.51	Gender Comparison across Experience Categories	154
Table 5.52	Three-way ANOVA table for GLO Practice	155
Table 5.53	Comparison for Levels of Gender, Age and Experience	156
Table 5.54	Gender Comparison across Age Categories	157
Table 5.55	Three-way ANOVA table for OCP Practice	158
Table 5.56	Comparison for Levels of Gender, Age and Experience	159
Table 5.57	Gender Comparison across Age Categories	161
Table 5.58	Three-way ANOVA table for RE Practice	162
Table 5.59	Comparison for Levels of Age	163
Table 5.60	Reliability Analysis	165
Table 5.61	KMO and Bartlett's Test	166
Table 5.62	Initial Variance Explained	168
Table 5.63	Total Variance Explain	170
Table 5.64	Factor Loadings – Rotated Component Pattern Matrix	171
Table 5.65	Steven (2002) Recommendation for Cut-off Factor Loading	172
Table 5.66	Correlation Table	176
Table 5.67	MLR: Model Summary and Significance	178

Table 5.68	ANOVA Model summary	179
Table 5.69	Regression Coefficients	179
Table 5.70	Hypotheses Testing Results	181
Table 6.1	Challenges Faced by Organizations	185
Table 6.2	Comparison of Retention Strategies	187

LIST OF FIGURES

Figure No.	Figure Description	Page No.
Figure 2.1	Conceptual Framework of Talent Management	21
Figure 2.2	Framework of Talent Management Model	22
Figure 4.1	Sample Distribution by Gender	57
Figure 4.2	Sample Distribution by Age	58
Figure 4.3	Sample Distribution by Experience	59
Figure 4.4	Descriptive Analysis of Matching Right Person at Right Job at Right Place	87
Figure 4.5	Descriptive Analysis of Retaining Talented Employees in the Organization	88
Figure 4.6	Descriptive Analysis of Identifying People from within the Organization who should be invested upon	88
Figure 4.7	Descriptive Analysis of Setting Standards for Ethical Behavior, Increasing Transparency, Reducing Complexities and Developing a Culture of Reward and Appreciation	89
Figure 4.8	Descriptive Analysis of Lack of Effective Human Capital Management Software	90
Figure 5.1	Gender-Age Interactions for TMP	131
Figure 5.2	Gender-Experience Interactions for TMP	133
Figure 5.3	Scree Plot	169
Figure 6.1	Talent Management Process	183
Figure 6.2	Challenges Faced by Organizations	186
Figure 6.3	Comparison of Retention Strategies	187

LIST OF APPENDICES & ANNEXURES

Appendices		Page No.
Appendix A	RM: Pilot Study and Pre-testing	218 to 226
Appendix B	RM: Questionnaire	227 to 232
Annexure		
Annexure I	Key Definitions related to study	233 to 234
Annexure II	Curriculum Vitae of Researcher	235 to 240

TABLE OF CONTENTS

S.NO.	CONTENTS	PAGE NO.	
1	TITLE	i	
2	DECLARATION	ii	
3	CERTIFICATE	iii	
4	ACKNOWLEDGEMENT	iv	
5	PREFACE	v	
6	LIST OF ABBREVIATIONS	vi	
7	LIST OF TABLES	vii-x	
8	LIST OF FIGURES	xi	
9	LIST OF APPENDICES & ANNEXURE	xii	
10	TABLE OF CONTENTS	xiii-xiv	
CHAPTERS			
1	INTRODUCTION		1 to 15
	1.1	Background of the Study	1
	1.2	Talent Management- Global Perspective	5
	1.3	Talent Management – The Indian scenario	9
	1.4	Talent Management – Uttar Pradesh Scenario	12
	1.5	Need and Contribution of the Study	13
	1.6	Scope of the Study	15
2	REVIEW OF RELATED LITERATURE		16 to 43
	2.1	Literature review Method	16
	2.2	Literature review Process	16
	2.3 - 2.4	Theoretical understanding and Conceptual Framework	17
	2.5- 2.6- 2.7	Concept, Factors affecting Talent management and Challenges	23
	2.8	Identification of Research gap	42
3	RESEARCH METHODOLOGY		44 to 55
	3.1	Statement of the Problem	44
	3.2	Rationale of the Study	45

	3.3	Research Objectives and Hypothesis	46
	3.4	Observational Design	47
	3.5	Sampling Design	50
	3.6	Statistical Design	52
4	DATA ANALYSIS: DESCRIPTIVE STATISTICS		56 to 90
	4.1	Descriptive Analysis for Demographic Variables	56
	4.2	Descriptive Analysis of Talent Management Practices Factors	59
	4.3	Challenges Faced By Organizations in Their Approach to Talent Management	87
5	DATA ANALYSIS: INFERENCE ANALYSIS		91 to 181
	5.1	To study association between age, gender, experience of employees and their satisfaction of Talent Management practices	91
	5.2	To study the influence of age, gender, experience of employees and their various interactions on Talent Management practices and its dimensions separately	121
	5.3	To study the correlation between Talent Management practices and financial performance of business organizations	164
6	CONCLUSION: FINDINGS AND DISCUSSIONS, RECOMMENDATIONS AND FUTURE IMPLICATIONS		182 to 203
	6.1	Summary of Findings	182
	6.2	Discussions	194
	6.3	Recommendations	196
	6.4	Limitations	197
	6.5	Future Implications	198
	6.6	Concluding Note	201
	REFERENCES		204 to 217
	APPENDICES		218 to 232
	ANNEXURES		233 to 240

CHAPTER – I

INTRODUCTION

The first chapter of the study deals with the concept of talent management. Further, the chapter discusses the impact of talent management, both on global scenario and Indian scenario with special reference to Uttar Pradesh. Along with this, need, scope and contribution of study are being discussed.

1.1 Background of the Study:

In today's era where there is high economic as well as political instability, different major changes in labour market including scarcity of talents, diversity in workforce, mobility, and specialized knowledge, have been witnessed. These changes in technological as well as managerial areas are becoming the key factors which are focusing on the concept of Talent Management to make it as one of the effective tools in managing the best talents for the organizations. The need is of effective strategies for talent management and their implementation. The talent management is becoming more and more important factor in ensuring the survival and success of the organization by grabbing the best talent and making it as the competitive advantage. The best talent, if used properly, can prove to be an asset for the organization in the long run.

In 21st century, the primary tool for managing the resources of the organization is the proper and effective talent management. It is the talent management which can help the organization in competing in the market, other than the traditional factors which included land, capital along with other tangible assets. Traditionally, human resources played an important role in the organization. No doubt, today even the human resources are important but the human resources today need to be blended with talent. The talented human resources can help the organization to grow even in global competition, and get the best of the benefits from the market (Cappelli,2008).Talent management of 21st century is far different than that of 20th century. This change is because of the global, diverse and mobile workforce in organizations having employees of multi-generations.

In the globalized and highly competitive environment, overcoming the concept of talent paradox may seem difficult but not impossible. The current requirement is of an integrated and strategic approach that can help the talent management at all stages, right from planning to outsourcing and further to training and retaining the right talent. The implementation of good talent management practices helps an organization to overcome the fear of scarcity of talent at any particular stage. Also, the right implementation will help in delivering good financial results which will be further beneficial to the stakeholders of the organization.

Talents may refer to some expertise in skills. Thus, the talented candidates may refer to those individuals who can prove to be an asset for the company and emerge as the competitive edge for the company over other competitors in the market (Lewis & Heckman, 2006). The talented individual may be considered as an individual who has high potential and expertise in skill which can help to transform and bring a revolutionary change in the organization. Goffee and Jones (2007) defined the term “**Talent**” as a limited number of employees who have great ideas, good knowledge and right amount of skills that can enhance the overall performance of the organization by making the optimal use of the resources. Tansley et. al. (2006) referred talent as blend of the best talented employees who excel in cognitive ability, knowledge, skills, and potential. Ingham (2006) stated that people who are working in the key positions in the organization, the leader team, and the individual having scarce capabilities to contribute to the success of the organization can be termed as the talent. Thus, talent refers to the sum of knowledge, skills, experience and behaviour which an individual has and can use to bring efficiency in the work. Talent can be used as an all-encompassing term for describing human resources whom the organization wants to acquire as well as develop so as to meet its goals (Cheese et. al. 2008).

The term talent management basically is an extended concept of the term “talent”. It includes all the activities and steps which an organization undertakes to retain the talented individuals. This term was fabricated by David Wakins of Soft Cape in his article published back in 1998. David used it to depict the increasing competition in the market calling for “the war of talent”. Murthy (2010) defined the concept of **Talent Management** as “the management of the employee lifecycle, right from attracting and selecting, to promoting and retaining until retirement. The concept includes identifying the gaps between availability of talent and requirement of talent

for the success of the organization”. Jackson & Schuler (1990) defined talent management as the job of “ensuring the right person, in the right job at the right time”. Further, Rothwell (1994) stated that talent management is “a deliberate as well as systematic effort by the organizations to ensure the leadership continuity in different key positions and to encourage the individuals to achieve goals.” Hartley (2004) describes talent management as “an extending term which describes different activities like human resource planning, succession planning, employee loyalty, employee trust, employee performance management.” Schweyer (2004) claimed that the essential ingredient of the talent management strategy is to develop and sustain the talented employees for a longer period of time.

The talent management can be defined as a systematic process of identifying, developing and retaining talent. It can be considered as an integration of different processes in which the organization works on getting a good supply of highly talented individuals to work in the right position and at right time. It is not a one-time process but a continuous process of attracting, hiring, developing and retaining talent to eventually reach a stage of talented workforce which can ultimately work to take the organization to achieve greater heights.

Today, multinational organizations need to uphold the global workforce which can help to achieve the organizations a greater share. The biggest challenge that the organizations are facing is the management of the global workforce because of its mobility and diversity (Schuler, Jackson, & Tarique, 2011; Scullion, Collings, & Caligiuri, 2010; Stahl et al., 2012). Due to the growing challenges, many HR practitioners (HR consultants and HR leaders), and academicians have started focusing on “global talent management” as one of the important areas (Collings & Mellahi, 2009; Garavan, Carbery, & Rock, 2012; Schuler, et al., 2011; Scullion, et al., 2010; Stahl, et al., 2012; Vaiman, Scullion, & Collings, 2012). Global talent management can be defined as: ***A subset of IHRM activities (systematically linked IHRM policies and policies) to attract, develop, retain, and mobilize individuals with high levels of current and potential human capital consistent for the strategic directions of the multinational enterprise to serve the objectives of multiple stakeholders (Tarique & Schuler, 2010).***

Every person is unique in its own way. Every person is strong and unique at one point, and this strong point develops as his/her talent. Talking in terms of an organization, it's the talent that helps the individual reach the right position at the right job. It is also the duty of executives and managers of HR department to select the best talented candidate from the pool of talents and fit that candidate with great caution so that he/she strengthens the position of the organization in the market.

Today, talented professionals are working in an ever-changing business environment of uncertainty, volatility, ambiguity and complexity. To work in this complex business environment, the need is of skillful and talented strategy. Along with this, there needs to be an optimal use of resources to maximize the great potential of talented employees. Attracting, developing, retaining as well as evaluating talent adds up to the right recipe of talent management. The strategies for talent management have to be appropriately framed because talent management is critical for the success of any company.

Attracting talent may be understood as identifying the potential of the talented candidates by increasing the presence of the company on social media and by highlighting how the company remunerates the deserving and talented employees. This will encourage more talented individuals to reach up to the company for the right position. The second ingredient in talent management refers to developing talent. This means that the management activities should be arranged in such a manner that the talents of the individuals be polished and updated according to the advancing times. These activities may include professional development, soft skill development and coaching as well as mentoring the development projects. The third step is retaining talent. Retaining talent is much like a culture through which the executives and HR managers can maintain the talented employees and at the same time, increase the chance of those employees who contribute to achieve the organizational objectives strategically and rapidly. Finally, the step is evaluating the talent. To evaluate the best talent, the company can make use of various systems which can help to track the potential of the talented employees and also to measure the efficiency of different initiatives regarding talent management.

Talent management can be understood as a science of discipline that executives and HR managers use to improve the value of the company in the market. The aim of the

talent management is to get the best talent at the right position for a right job. This will further help the company to achieve good reputation along with good profits. When the talent management strategy is collaborated with other company strategies, the company can set such a benchmark in the market that its competitors find it difficult to achieve.

Talent management helps to focus on different aspects of HR development by bringing in the best workforce who can benefit the organization as well as the individual employees to achieve the respective goals. Today, with the help of talent management, the organizations are able to provide greater opportunities to the human resources, both within as well as outside the workplace. Within the organization, the talent management allows and encourages the existing employees to come up with innovative ideas by remunerating the deserving ones, while outside the workplace, the talented candidates can apply for the right position by getting attracted through the organization's presence on different platforms.

Talent is a quality which only a handful of individuals carry. These individuals are the ones who can make or break the company. The talented individuals have the ability to leave a strong influence over the current as well as future organizational performance. It's the organizational performance that can set the competitive advantage of the company over its competitors. With the right talent, the company can emerge as a strong and successful entity in this cut-throat competition. At the same time, it is important to reach out to the requirements meeting the demand of the talent so as to achieve the organizational as well as personal goals.

1.2 Talent Management - Global Perspective

Globally, it has been realized that the talent management can play a great role for the company to rule in the market. With good strategies and innovative ideas to design the future of the company, it can earn a great deal of profits. The requirement of the workforce should be fulfilled in such a way that the company earns the best talent for that particular required position. It is the talent that speaks up in the market. If the company is able to achieve the best talented employees, half the battle is won. Thus, it is the duty of the HR managers to search for the best possible talented employee who can strategically earn laurels for the company. If the right position is filled with the right individual, the company can benefit exponentially. It is the talent that beats the

talent. So, again if the managers are able to hire the best talented employee for the company, it is the duty of managers only to get the talent of the employee polished from time to time so as to retain them.

It is the change management as well as the culture-building that contributes to the development of talent management. Also, the knowledge management is a must requisite for talent management because it is the knowledge management that focuses on connecting the people with the technology so as to capture and improve the strategic knowledge that the organization holds. It creates an environment for translating the talent into performance.

In the business environment highly affected by globalization, it is predicted that the sustainable competitive edge will arise from the right workforce who will further work to enhance the organizational capabilities. Though globalization has brought all the countries under one roof, many challenges are associated with it which is imposing threats on business organizations. With these ever-growing challenges lies a pool of opportunities headed by outsourcing the talent management. The talent management in integration with technology and different models of service delivery can prove to be beneficial for the business.

In the era of globalization, the biggest challenge is that of managing the talent within the organization. Moreover, this is not confined to any particular country but is the requirement of all the organizations operating in different countries (Gardner, 2002). Also, the concern regarding scarcity of the talent is universal. The organizations operating in the global market are competing for getting the best suitable talent out of the pool of talents. As per evident from the trends of the global integration, the organizations are putting on standards specifically for talent acquisition, training and retention so that they can create a healthy and positive competition in the global market. Thus, the organizations are focusing on adapting the best global practices for talent management as well as adapting such requirements which goes well with the local labor market in which the organization is operating or may be focusing (Stahl et al., 2007). A study was conducted by Aberdeen Group and Human Capital Institute (2005) which had 170 human capital management professionals and executives, as the respondents. The basic finding of the study was that out of the collected responses, 57 percent of the companies stated that the inability of the companies to acquire and

address the best suitable talent is going to be the topmost challenge in the upcoming five years. Further, the chief concern of the companies was to successfully implement the succession planning, as claimed by 79 percent companies. The study showed that around 71 percent of the companies had formal retention plans for executives while 65 percent for the middle level management staff. Today, the assets like land, capital, and machinery have become obsolete when it comes to compete in this cut-throat competition, to gather a high economy (Gardner, 2002). Human capital stands as a key asset for the organizations. Thus, the organizations are battling to acquire as well as retain the best suitable talent in order to sustain and grow in the market (Gardner, 2002). This battle of talent is not only confined to providing monetary incentives to the talented individuals but also to come up with innovative strategies which will ensure the retention of them by helping them learn and contribute.

Williams, (2000) stated that “*in the war for talent there are winners and losers, like in business there is success and failure*”. Thus, in this talent war, the organizations are willing to be winners by enhancing their talent management strategies (Williams, 2000). Slowly and gradually, the talent management is becoming the highest priority of the organizations. The need is of best talent management practices which can refine the local talents in such a way that they become globally standardized. This will further ensure that the organization is capable of attracting the best and professional talented individuals (Stahl et al., 2007). Many organizations around the world are applying for global performance standards. These standards support global leadership competency profile and performance appraisal system (Stahl et al., 2007). Poorhosseinzadeh & Subramaniam, (2012) stated that every organization needs to frame various strategies for talent management. Before making proper strategies, the employers need to take steps carefully to enhance the talent management. The study has touched different topics related to talent management like attracting, hiring, training, retention of talent as well as succession planning. The researchers have found that 67.3% of all the multinational companies of Malaysia had implemented the practices for talent management. The companies which had implemented talent management practices reported that a significant relationship exists between developing, attracting, and retention of talent management.

The talent management is becoming a necessity for the companies to survive and grow in the market. Because of the increasing competition, the companies are facing

immense pressure to give better performance. Since the evolution of the market, the knowledge factor has been responsible for bringing out the revolution in the market. But with changing time, this knowledge factor needs to be combined with the talent management factor. In this talent management factor, the skills of the employees need to be developed and polished by encouraging them to bring up innovative ideas that can be profitable for the workplace.

The organization cannot progress if it limits the number of best pillars it needs to survive. In fact, the aim of the organization should be that all the pillars that support the organization are equally talented and work towards the betterment of the organization. Though it is practically difficult to get all the talented individuals under one roof, but at the same time, it needs to realize that the more talented individuals are, the more competent the organization will be.

For acquiring and hiring talented individuals, the strategic HR department needs to brush up its traditional approach to reach out to the appropriate candidate. The organization needs to deploy very talented and practical employees in HR department who can make a strategic vision for the company, thereby luring the qualified and talented candidates to come up for fulfilling the right position in the organization. Globally, it has been seen that talent management needs soft skills and deserving incentives to retain the talented individuals, when there is a rise in the gap between the supply and demand of the talent in the market.

All the modern organizations are realizing the necessity of attracting, developing, evaluating and retaining the talent and talented individuals to face the cut-throat competition in the market. The war for grabbing the best talent has gained momentum. With the best talent management practices, the organizations can improve on different aspects such as employee engagement, talent retention, and value addition, which can ultimately benefit them from the threats that market is imposing on them. The main aim of today's organizations is to generate talent in the areas of technical as well as managerial abilities. The biggest challenge, today, is to perfectly link the talent management practices with the business strategies.

1.3 Talent Management – The Indian Scenario

There is increasing global crisis because of the scarcity of talent. The talent management stands as one of the most important management functions specifically in India. This is because of the great rise in requirement of talent to shape better future. Attrition is like a deadly dragon which is eating the roots of all the organizations, irrespective of their industry and size. In this era of “talent – drought”, the HR managers and executives need to work upon identifying talent gap and then forecast talent shortfalls. Further, keeping in mind the vision and mission of the organization, they have to sketch the plans and undertake initiatives to improve as well as attract talent required. Today, the organizations are facing great challenges while hiring, retaining as well as leading the workforce globally. This stands particularly true for the growing markets like India. As of now, India has not achieved the status of “developed nation” because there is lack of the best and suitable talent. Since India is heading towards a strong economic growth, the country has seen a rise in outsourcing which has greatly affected the competition in quality jobs. This competition is demanding more out of an individual, specifically those who are multi-taskers as well as eager to have new competencies. The local as well as multinational companies in India are facing great challenges of wage inflation, talent retention, and acquisition of new and talented graduates. The corporate is battling for grabbing the best talent, because the turnover is relatively high, while people working in different companies are likely to relocate so that they can get good opportunities. Relocation is becoming a buzz in the new millennium where talented individuals are ready to switch a company for an increase in their salaries. This has contributed to a war of talent in the market. All the companies are luring their employees by providing them better compensation in order to retain them. Thus, the bottom-line for the future is that the companies need to incorporate as well as practice “talentship” regime.

Various companies, be it local or multinationals, are operating in a complex market. With great complexity, there are new challenges that are critical for the success of the company. Today, executives and HR managers are focusing on talent management to tackle these challenges. The basic talent management that executives and HR managers have been focusing on includes acquiring, recruiting as well as retaining the talented employees. But the need of the hour is to focus on acquiring the best employees which can create good strategies for the development of the companies.

All the companies are adapting the right tools so that they can survive in this ever-growing cut-throat competition.

Because of the stiff competition, the concept of “talent management” is becoming so prevalent in the market. The companies are realizing the need for identifying and recruiting individuals that have the best talent. With the succession planning, these individuals can be retained and their talents can be polished from time to time. But it is still under the scanner because the market is unable to understand the strategic role and application of the talented individuals. The companies still need to develop the proper roles into which the talent management can be put so that the companies can gain a competitive edge over the other companies.

Since there are many local and multinational companies operating in Indian market, it is important for them to have a clear vision along with a concrete mission. It is the vision as well as mission which can help the companies to attract talented individuals. The individuals with great talent are searching for the best opportunity available to them which can help them to use their talent in an efficient as well as effective method. These individuals, though talented, seek to gain more knowledge and remain updated. To get these individuals, the companies need to be sure that they are capable of giving such space to these individuals by which the individuals can prove to be an asset for the company. Along with appropriate space, the company needs to provide good monetary and fringe benefits to the talented individuals. Here “good benefits” refer to such benefits which can assure to retain the talented individuals for a longer period of time.

Today, many companies are encouraging their existing employees to come up with innovative and practical ideas which can prove to be profitable for the companies. This means that these companies are emphasizing on higher employee involvement. The companies basically have two choices: to hire new talented individuals or to polish the existing employees. Various big companies can opt for both but the small companies are bound to opt for any one of these choices. Coming to small companies, they are proving diplomatic since some of the small companies are cutting out their existing workforce for hiring new talented employees while some other small companies are encouraging their existing workforce by giving their talent a chance

while encouraging them to come up with innovative ideas which can make the company successful.

As organizations are ensuring to give high performance with much better results through different talent management practices, at the same time they are adapting holistic approach to the overall concept of talent management, right from attracting the talent to selecting it wisely, further to retain and develop the best talent, so as to create a greater impact of the company in the market. To bridge the talent supply and talent demand, the requirement is of the right amount of "Talent DNA" mixed with technological advancements. With the implementation of effective talent management strategies, it is necessary to integrate various data, processes along with analytics. This can help the right talent reach the right position at the right job in right time, and also prepare the company to face future challenges and threats.

Retaining talented employees is becoming a great challenge in the highly competitive market. The executives and HR departments have realized that it is not the number of people but the value of the people that contributes to high performance of the organization. Even Indian society is developing the need of knowledge management which preaches of human resources being an essential element for the organizations to strive and grow in the market. Along with knowledge management, talent is also being recognized as an influential factor which can help to coordinate as well as manage the different processes of the organization. At the same time, the organizations are realizing the importance of retaining the talented individuals in the workforce so as to create a powerful economic impact of the organization in the market, setting a benchmark for the competitors. It is assumed that if the organization loses its talented individuals, the knowledge management can face a crisis in the internal environment of the organization as well as hamper the reputation of the organization in the external business environment.

The era of dynamism demands talent and believes that it is the talent which can help the organizations to bridge the gaps, leading them towards success. The talent management is a vast area for the researchers who want to find the ability of talent in adding value to the organizations. The present study is also conceptualized with this objective in mind. The purpose of this report is to examine the factors related to the successful management of talent in global organizations. This report will identify

different talent management strategies and practices which can pertain to managing as well as procuring professionals in the emerging global markets. There are different factors which affect talent management, like demographics or employment challenges. Various components related to talent management programs like acquisition of talent, performance management, professional development, as well as succession planning are discussed. Further, the report ends with a precise conclusion of the key themes of strategies which the organizations use to manage the global talent. The study undertaken is an attempt to study the different talent management strategies and practices for employee acquisition and retention with respect to Indian corporate.

1.4 Talent Management – Uttar Pradesh Scenario

M. Dhanabhakya and K. Kokilambal (2014) in their paper “A Study on Existing Talent Management Practice and Its Benefits across Industries” studied the talent management practices adopted in four major industries including healthcare, banking, IT industry, and manufacturing industry with respect to Uttar Pradesh. It was found that there are various talent management practices which are common among all the industries. Thus, the authors concluded that the talent management had a great impact on the overall benefits of the organization.

Dr. Usha Tiwari and Devanshi Shrivastava (2013) in their study “Strategies and practices of talent management and their impact on employee retention and effectiveness” revealed that the age and experience of employees affects the satisfaction of employees with the talent management practices. The findings of the study were conducted through ANOVA. Through these findings, it was seen that the age and experience of employees has a great impact on the satisfaction of the employees. With context to the organization, the term “talent” can be considered as the personal quality of individual who can bring a difference in the overall organizational performance by utilizing his/her potential to the fullest. Today, the employees who realize their talent and its worth have greater expectations at the workplace regarding rewards in the form of compensation, fringe benefits and performance appraisal.

1.5 Need and Contribution of the Study

Today, the workforce of the companies needs to acquire as many skills as it can so as to compete with their competitors. But if these skills are not backed by the right talent at the right job at the right position, it is possible that it may lag behind. The knowledge and soft skills are in demand but without talent, they seem to be incomplete. If the workforce gets the best talent it needs, it can bring wonders for the company. But, at the same time, it is necessary for the company to retain the talented employee so that the workforce becomes talented. Along with retention, it is also necessary that these employees get quality training so that they can remain updated and their talents be polished from time to time.

Though there is a rise in the need of talent management, the demand of the talented individuals is far greater than the supply. To bridge this gap, it is necessary for the companies to bring out excellent opportunities which can attract the individuals to develop the possessed talent. It's action and reaction case.

Various previous studies which have studied the importance of the talent management practices for the development of the organization have compelled the upcoming researchers to dive deep into the concept of talent management. These studies have laid scope for the upcoming researchers to understand the concept and value of talent, as well as how proper talent management can enhance the organizational performance. Though there are n numbers of factors which contribute to the success of a particular organization, the need is to study the factors which contribute to the successful talent management practices. The successful talent management practices can work for the organization by attracting, developing, evaluating and retaining the best talent for the organization's success as well as the success of that particular talented individual.

The present study deals with the impact of talent management on the overall organizational performance. The study is expected to contribute to different areas like reduction in turnover rate, increase rate in promotions, transform employees into great leaders, creating possibility of ready successors, employee engagement, planning for future talent needs, and developing as well as retaining talented employees. Also, it helps the HR executives and managers to understand the need of improvement in talent management practices presently followed.

With reference to corporate context, the present study helps the organizations to understand the different factors which rapidly boost to retain the talented employees and other factors which are usually short-term as well as ineffective. The different challenges which HR executives face have been studied and ranked according to the responses achieved. This helps the executives to know which challenges need to be addressed first. Further, the study lays down suggestions which can help the organization in retaining talent.

With reference to social context, the present study provides the organization with information to manage the talent that prevails in the society. The organization can understand that with the complexities in the market, talent acquisition is important but at the same time, talent retention is even important. When an organization is taking human resource from the society, it is the duty of the organization to give the society its contribution in the form of Corporate Social Responsibility. The organization may take initiatives like training the college students by the mode of providing them with the internship which helps the students to enhance the potential of their talent and organizations to get better talent in the future.

With reference to academic context, the study provides an extensive literature review stating the reason of need of understanding the importance of talent management. The future researchers can take the present study as their base to carry on the gaps which the present study may not have been able to bridge. Along with this, they can add their suggestions which may be helpful for the organization.

With reference to global market context, the study provides the reasons for talent scarcity in the market. It also provides the different challenges that the organizations face, working at global level. It contributes to the necessity of cross-cultural communication at a global front. Since it is important to identify and acquire the best talent for the right job, the study provides the ways by which talent management practices can be improved.

With reference to technological context, the study helps the organizations to realize the importance of technology in framing strategies as well as executing talent management practices. Along with this, technology can greatly contribute to training and development of the workforce in the organization so that the performance of the

workforce can be enhanced, thereby enhancing the overall organizational performance.

With reference to employee context, the study contributes to understand the psychology of HR executives and managers behind the execution of a particular talent management practice. Along with this, the study helps the college students, freshers as well as experienced employees to polish, develop and update their talent on a regular basis. The reason is that it's the talent that the organizations want and for which the organizations can pay good compensation.

1.6 Scope of the Study

The best intangible assets of an organization are the skills of its employees which can further add to its competitive edge over its competitors. The competitiveness among the organizations is the ability to get more and more talented workers in the workforce. Though in short term, the organizations may consider the right talent as the competitive edge, in long-term, the requirement of talents may change. Thus, more attractive the talent more is the need of polishing it on regular basis. Further, in the knowledge-based society, talent management can help to attract as well as retain the talent in the organization. With the gaps between demand and supply of talents in this highly volatile economy, the organizations are attracting as well as retaining talent within the organization for a relatively longer period.

The present study undertaken is focusing on the impact of various attributes of talent management on the performance of the organization. The study is going to focus on talent management at global perspective, at Indian scenario, and further concentrate on Uttar Pradesh. It is further going to unfold the layers of retention strategies to tackle the challenges that the organizations face due to the scarcity of talent in the market.

CHAPTER –II

REVIEW OF RELATED LITERATURE

In this chapter a comprehensive literature review has been gathered and studied. The literature review has been divided into parts according to the ease of the study. Through this chapter, first a theoretical understanding of the talent management according to the previous studies is being laid down along with the conceptual framework. Moving on, the study deals with the impact of talent management on the organizational performance according to the variables that are considered for the present study. Later the chapter ponders light on various challenges faced by organizations while implementing Talent Management Practices. Finally, research gaps are discussed that were noticed in the previous studies.

2.1 Literature Review Method:

Various resources have been used to obtain an extensive literature review. Online resources include Google Scholar with databases like Microsoft Academic, JSTOR, J-Gate, Science Open, Scopus, Springer Link, Taylor and Francis, Emerald etc. along with different books were consulted. More than 100 research papers, including national and international, have been downloaded while 83 research papers have been reviewed in accordance with the present study.

2.2 Literature Review Process:

In the study of the impact of talent management on organizational performance, a comprehensive literature review has been gathered and studied. The literature review process starts with theoretical understanding of talent management and exploring a conceptual framework to find a subtle relationship between talent management and organizational performance. Further, Literature review process continues with the concepts of Talent Management including Talent management process, practices and various challenges affecting Talent Management in the organization. There are various factors which have contributed to make “talent management” a researchable topic and a discipline of study. The study was undertaken to understand the vitality of talent management. For the study, the literature review was conducted extensively so

as to explore the gaps in the area. The previous works done was analyzed in detail so that the companies, in the future, can face talent crunch with ease. A detailed analysis of the work done in this regard reveals that companies are facing talent crunch in this competitive era which has further put a great pressure on the HR managers and executives to attract and acquire the best suitable talent, ensuring that the employees who join the company are given such privileges that help in talent retention. Going across various studies, it became evident that different researchers had different perspectives about talent management practices and strategies, but there were only handful of studies which went on to go empirical.

The study undertaken gets its direction from the gaps and has an intention to work on exploring different talent management practices, strategies, their importance, their effectiveness along with the challenges that are faced by the companies. The study would present the employee's feedback regarding the acquisition and retention of talent management. The other major gap that was felt was the importance of the different components of talent management was not given a proper platform. The previous studies have not dealt with the issue of addressing to identify the value of different components of talent management.

2.3 The Theoretical Understanding:

The fundamentals of the talent management were basically introduced after World War II (Cappelli, 2008), though the strategic importance of talent management came into realization by McKinsey group. In late 1990s, the consultant group of McKinsey claimed that it's time for considering human resource in "War for Talent" (Scullion and Collings, 2010). The scarcity of talent contributed to war for talent because for huge corporations, human resources was the major asset (Makela et al., 2010). Therefore, the organizations involved themselves in maximizing their productivity systematically with rigorous approach for attracting, hiring, developing and retaining talented human resources (Huselid et al., 2005).

Talent management can be broadly defined as a concept for implementing effective strategies which can enhance the productivity of the organization by bringing out the best required talent at the right position at the right time. The organizations need to frame effective strategies for improving the skills of the present workforce as well as attracting and deploying talented employees to be embedded with the present

workforce. These strategies, so developed, can set a new and higher benchmark for the organization in the competitive era (Perrin, 2003). The concept of talent management basically revolves around the practices related to identifying the talent gaps in the organization and overcoming them through succession planning to get and retain talented employees who can innovatively work for the benefit of the organization (Ringo et al., 2010). According to the past studies, talent management is emerging as a priority in the cut-throat market (Farndale et al., 2010). To beat the competition and gain a competitive advantage over the competitors, the organizations need to instill and polish skills, competencies and talents of the employees. Thus, it is the duty of the organization to come up with maximization of the best required talent which can act as a valuable resource for the organization (Collings and Mellahi, 2009).

In his exploratory study, Govaerts et. al (2010) identified different ways by which talented individuals can be retained in the organizations. For the study, 972 employees were taken as respondents. According to the respondents, the most important part of retaining talented individuals in the organization is making them learn on a continuous basis about the emerging skills and by polishing their talent on timely basis. Thus, learning along with development of the employees play an important role in developing strategic talent management practices. The strategic talent management practices can contribute to make the employees satisfied, thereby leading to their retention in the organization. The study undertaken further identified that there was a positive relationship between the intention to stay and the age of the employee. With effective talent management strategies and practices, the organization can retain employees for a long period of time.

Mitra, Gupta, & Shaw (2011) collected data from 214 organizations to find the relationship between skill-based pay plan and workforce attitude. The study showed a positive relationship, thereby proving that good skill-based pay leads to retaining talent in the organization. Further Kuvaas&Dysvik (2005) performed a cross-sectional survey with 803 employees in three organizations of Norway. The study was done to find the relationship between performance appraisal and employee productivity at work. The findings stated that effective talent management practices in the form of performance appraisal help the organization in achieving effective commitment of employees.

Singh & Sabbarwal (2010) in their exploratory research concluded that there is an increase in emphasis on different intangible assets like entrepreneurship, creativity, innovation, and brand name. Due to this increase, success of the organization is dependent on the potential of the human resource. It has been realized that human resource has gained more importance than vision and strategic management of the company. Thus, it is important that the skills and competencies of human resources are refined and polished, thereby increasing the importance of talent management. Their study was based on a sample of 70 respondents from public as well as private sector. The study identified different factors on which talent management relies. These factors include communication, creativity, organizing, analysis, leadership quality, and action-takers. Further, the implication was that if talent could be measured then it also could be properly managed.

Boudreau & Ramstad (2005) defined the term Talentship as a logical, consistent and reliable framework which could lead to enhanced as well as accurate decisions about the human resources. They also identified a direct correlation between the emergence of talentship and overall success of an organization.

Dr. Ms. Zartaj Kasmi (November 2011) in her study states that recruitment cannot be considered as a sufficient measure to get the best suitable talent. The organizations today need to develop as well as grow talent within the organization with the existing workforce. Effective strategies need to be framed and implemented in order to attract, develop as well as retain talent in the organization. Lately, it has been evident that it's the talent that drives the performance. So, to understand the concept of talent management, it is necessary to identify different factors associated with talent management practices like employee work engagement and employee value addition.

Malak & Abunar (March 2012) opined that the organizations need to identify as well as manage the talents effectively, looking on to the scarcity of talent versus increasing competition globally. The study examined the important factors which influence the decision-makers while identifying internal talents and evaluating them in MNCs. The sample included MNCs from KSA and UK. But still some factors have been largely separated by the organizations. The study further investigated the influencing factors collectively to find out how they differ from different countries, so as to bring down a

basic conceptual framework. The framework would enable to understand the nature of decision-making process to identify talents across culture.

Madhuri Gupta; Kavita Aggarwal (September 2012) stated that young generation has different needs which are contributing them to renegotiate psychological contracts, if so, with the organization. It has been realized that upcoming 5 years can turn out to be critical considering the cut-throat competition of the market. Thus, it has compelled the organizations to retain the key talent human resources. But the organizations are unable to forecast a clear meaning of talent management. The study detailed out the need of a framework for identifying as well as understanding talent so that effective talent management strategies can be framed and implemented. The sample for the study included the private sector banks. The authors suggested the best suitable practices which can be undertaken to address the issues of talent management in the organization. The study revealed that in case of private sector banks, the best talent management strategy is to find the suitable method of return on investment, which could drive the different talent management strategies.

Preeti Jayachandran Nair (November 2012) describes the link between talent and the challenges that the organizations face in lack of that. Thus, framing effective strategies requires the best suitable talent with good knowledge and skills to be placed in the right people. The study laid down a competency mapping that can be embedded in the organization which can help in training, developing as well as retaining talent in the organization. At the same time, it is also important to understand how an organization can be benefited from the competency mapping with respect to higher education sector. The study further examined different factors which affect the recruitment as well as selection process, specifically in educational sector. Competency mapping has been considered a meaningful strategy while recruiting and selecting, training, planning as well as organizing through the succession planning.

2.4 Conceptual Framework

A conceptual framework has been laid down to depict the relationship between independent and dependent variables. The change in dependent variable cause changes in independent variable (Kothari, 2004). The framework depicts a perceived link connecting talent management and organizational performance, where talent management is independent variable while organizational performance is dependent

variable. The dependent as well as independent variables which help in affecting the organizational performance include productivity, profit, sales increase, competitiveness, employee morale, and return on investment (Tonga, 2007, Yeung, Cheng et al 2006 Rahman et al 2005). Various talent management practices hold strategies include talent acquisition, potential development, leadership, and talent retention.

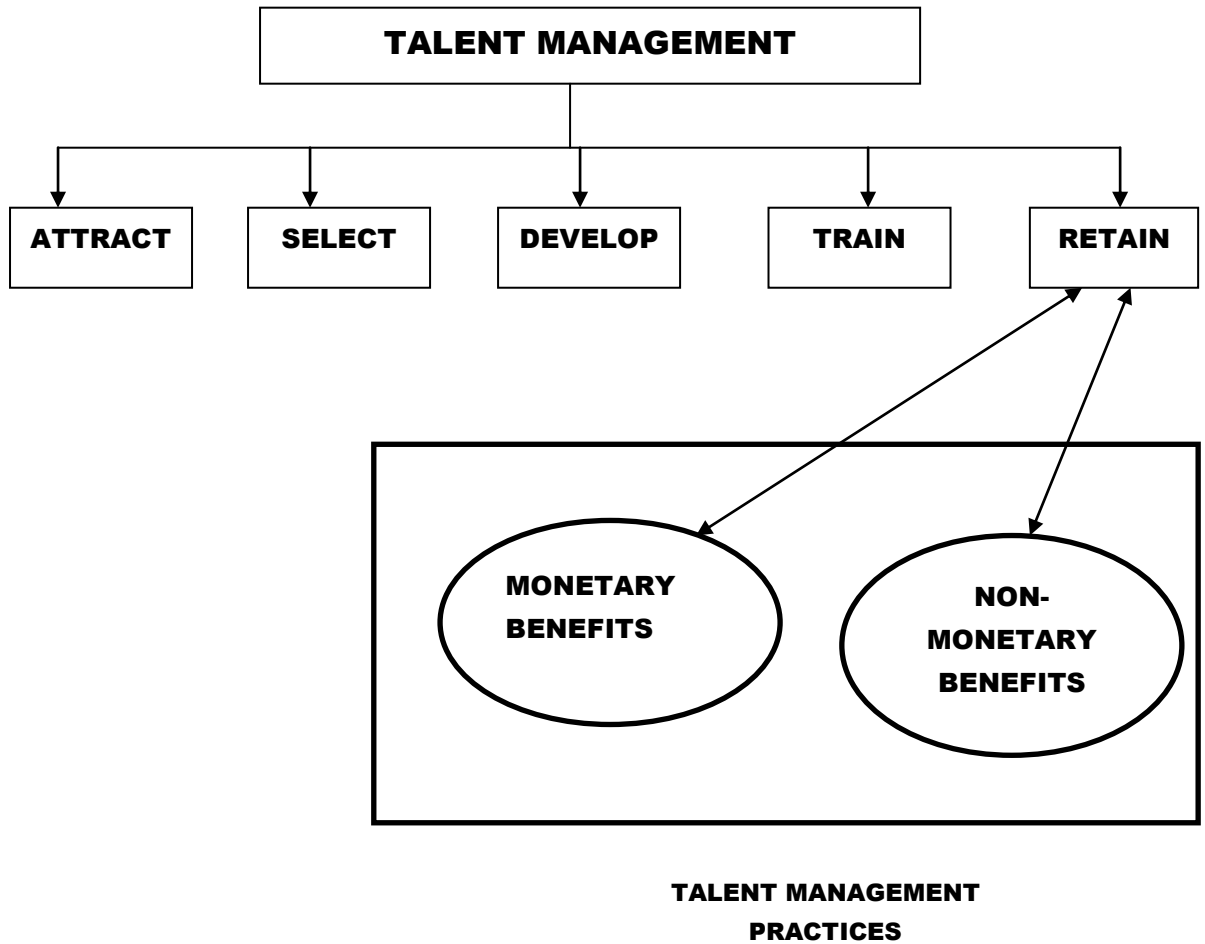


Figure 2.1 Conceptual Framework of Talent Management

Md Rehman (2014) in his research “Schematizing Talent Management” stated that talent management can be integrated directly with the employee attitudes which enhance the work outcome of the talented employee, thereby enhancing the organizational performance effectively. There exists a positive relationship between talent management, employee attitudes and organizational performance. To gain competitive edge in the market over its competitors, the organizations are enthusiastically working to manage talented workforce effectively and efficiently. The

strategies of talent management focus on five areas which include attracting, recruiting, training, utilizing and retaining the talented employees. These strategies can be achieved by identifying the talent gaps in the present force and hiring new talented employees through succession planning, undertaking strong initiatives. Talent management needs a great amount of effort from management, technical as well as professional specialists to attract and hire the best talent who can take the organization to a great height. Thus, every organization is adopting different talent management strategies by which it can attract, develop as well as retain skilled and talented employees. Along with recruiting and selecting the best talent that fits the right and justified position, the organization needs to build perfect goals backed up by such strategies that will help to enhance the performance of the employees as well as the overall organization. The bottom line is that talent management can be enhanced by motivating the employees on continuous basis.

The previous studies were basically dependent on the following framework of talent management model:

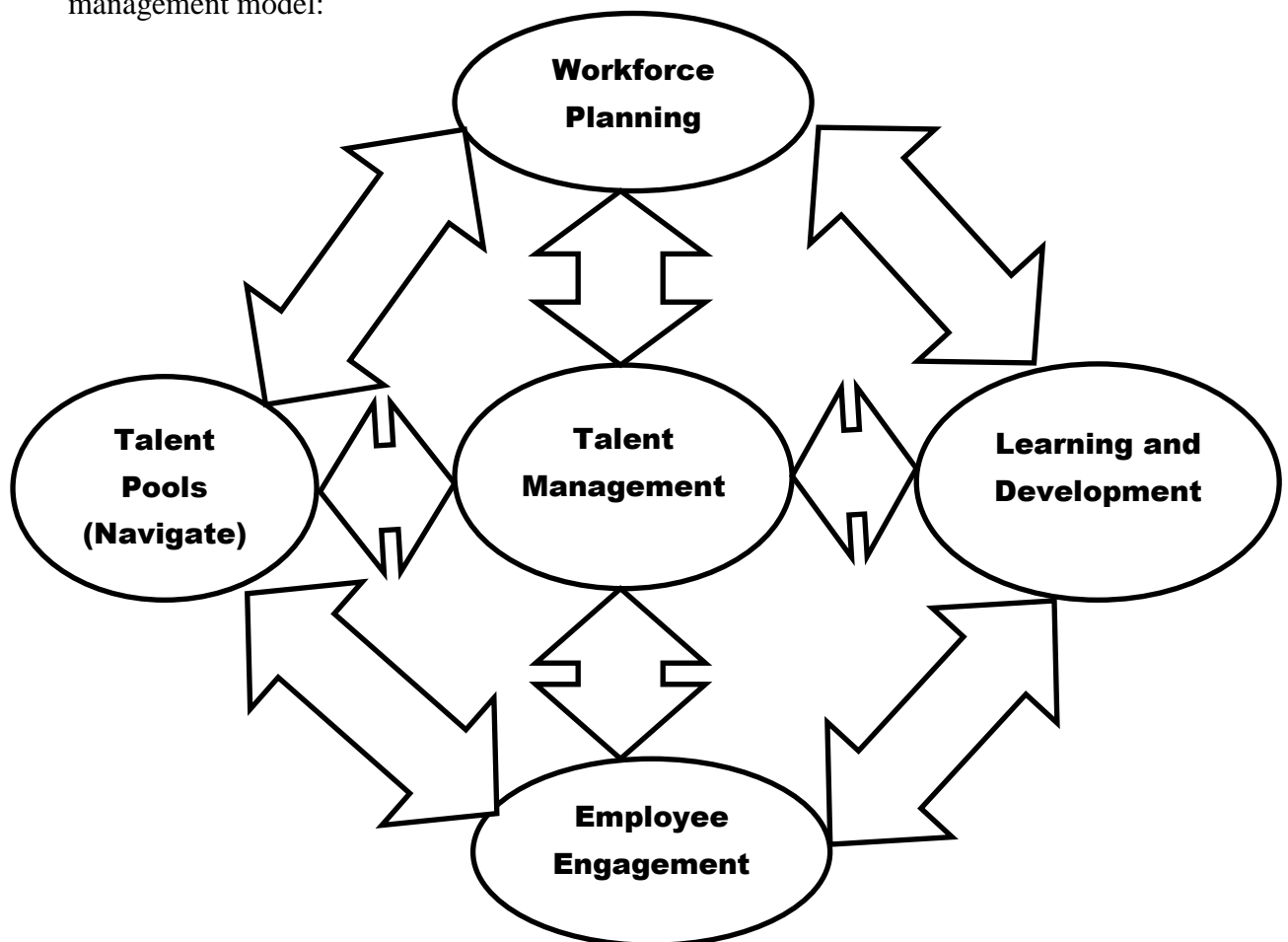


Figure 2.2 Framework of Talent Management Model

2.5 Concept of Talent Management

2.5.1 Talent Management Process:

Coleman (2005) stated that talent management cannot be confined as an HR process, because it's much more. It needs an integrated as well as holistic approach. The organizations need to realize that talent may remain hidden if not properly developed; stating that talent is a natural ability. It is high time that organizations pay attention to talent as a subject of research and a field of discipline. Talent management can also be defined as human capital management. The concept of talent management incorporates the ability of the organization to consider its workforce as an asset. Human capital management holds an aggregate view because of its centralization on the importance of talented human resources. Though talent is defined as an individual entity, human capital management is concerned with all the employees of the organization.

Lawler (2008) studied the concept of talent management and highlighted in its emerging importance in making the organizations successful in cut-throat competition of 21st century. Talent management can be related to the processes, systems, strategies along with its implementation so as to increase productivity and growth of the organization. The concept of talent management requires different processes like attracting, developing, utilizing as well as retaining the talented employees who can shape the future of the organization for better. It should also be taken into notice that human resources help in adding value to the organization. The organizations consider human resource as one of the important strategic business partners along with their ability of being an administrative supporter. This helps the organizations to gain a competitive edge over the competitors and retain their market position. The talent can be effectively managed and associated with change management by providing easy adaptability measures to the employees and noticing their response to the change. It acts as an influencing strategy for talent management in the organization and also contributes to the value addition to increase the effectiveness of the organization. The skilled workers possess great abilities as well as talent if properly used can comparatively make it easy for the organization by executing such procedural lines which can help the employees to respond to the changes immediately.

Tan Siao Ping (2011) discussed in the study that the productivity of the organizations is sinking and employees are also not properly focusing on the vision and mission of

the organization. The need of the hour is to identify as well as undertake different initiatives which can keep the employees engaged and also improve their performance at workplace. The study examined the impact that talent management practices have towards the organizational commitment. There are basically five talent management practices which include attracting talented individuals, selecting the best suitable talent, utilizing the potential of the talent, developing the talent through quality training, and retaining talent. These practices need to be supported by three components which include affective organizational commitment, consistent commitment as well as normative commitment. It was also found that talent management practices are positively related to the organizational commitment.

Anupam Rani, Dr. Upasna Joshi (2012), considered talent management as a strategic tool to address the recruitment as well as selection process with respect to talent management. The traditional process of recruitment of HR department needs to be replaced in the modern era of high competition. With a perspective of strategic business organization, talent management can be referred to as the core part of the strategic management system of an organization which helps in developing human resource into an asset for the organization in the current as well as future scenario. There are basic three components that are required to define the talent management process, which are as follows:

- Identifying the best suitable talent
- Developing talent internally and externally
- Talent engagement, and retention through proper training and motivation

Mohammad Othman El Nakhala (2013) studied availability of components of talent management from the perspective of the employees of a radio station. The study focused on finding the difference between the talent management practices at different levels. There are various factors which influence those practices. These factors include recruitment, development and retention of talent. The study stated that the radio companies should pay great attention to the talent management strategies and practices along with its components. The strategies and practices should be such framed and implemented that benefit the employer and have the capacity to attract the best talent in a pool of talents. Also, in the cut-throat business environment, it has become increasingly

important for the organizations to retain the key human resources and providing them with the best conditions which can enhance their productivity at work and also help in maintaining professional-personal life balance.

Dr. D.D. Bedia, Ms. AnnadaPadmawat(Dec 2013) performed a comparative analysis between private and public sector companies with the sample size of 313 collected from 53 companies. According to the study, the concept of talent management revolves around the acquisition, motivation, development, and retention through succession planning. It covered the basic talent management practices along with their sub-functioning. The aim was to encourage different organizations to undertake talent management strategies and practices according to their comfort level. Basically, there are significant differences in the talent management practices followed in private sector and public sector organizations. The public sector needs to be more creative in engaging their employees to work towards achieving the goal while the private sector builds up the skilled and talented workforce. The organizations serving in public sector needs to find qualified talent for enhancing the performance of the organization while the private sector organizations need to work on identifying as well as retaining talented employees while enhancing the communication skills and increased transparency to achieve the goals of the organization.

Prof A Seshachalam in his study uses the term “war of talent” which is used to show the changing nature of employment and shortage of talents in workplace. Organizations having forward thinking understands the strategic importance of talent and consider talent management as organizational capability. The present business scenario is seen to be rapidly changing and human resource has become the greatest asset of the organizations. It has become very important for the organizations to manage the diverse talents of the employees from the different background, so that they could succeed in the competitive market of the business world. It is analyzed that despite of having all the necessary degrees in academics and practitioners, the talent management is underdeveloped. His study states that there is a lack of a clear definition and strategic boundaries. Those firms which use talent management strategically exhibit higher performance than their competitors. He analyzed that free agency employment relationships which work on contract basis on need basis are becoming common. Workers who have retired are being employed by these free agencies on contract basis and their skills, talents, knowledge and most

importantly, their work experience is being utilized by these free agencies to earn maximum profit. HR are being hired to redesign workweek, benefit packages and reward programmes to keep the workers engaged. Scenario planning and talent match database will plan the tools in the coming time. The research also points out that to outstand in the global market; organizations need to rethink new ideas and approach of talent management.

Aizza Anwar and Qasim Ali Nisar (2014) in their research has referred talent management as the cornerstone in human resource management studies because to develop effective mechanism and polishing employee's talent and skills, different resources are needed. In the research, it was also analysed that banking sector is paying great attention in making their employees more efficient by talent management. The purpose of this study was to create a link between talent management and organizational performance and understand the strategic importance of talent management. It studied the role of talent management in organizational performance. This study was descriptive and qualitative in nature. Research revealed that effective talent management has positive relation with the performance of talent and business growth. Further, talent management also has positive and strong association with competitive advantage, performance and talent position in the banking sector. This research helps to understand the talent management concept, strategy and its importance in banking sector. These results can be used by banks to make their talent management strategies and practices effective. It also highlighted the limitations along with practical implications as well as future directions for banking sectors in talent management practices. The objective of the study was to identify importance of talent management, understands role of talent management in organizational effectiveness and examine the relationship among attraction, retention and talent management. Challenges in workforce and changing environment forces the banking sector to develop strategies for talent management in banks. Banks can consider any perspective on talent management. By using workforce performance, organizations can make a good position in the market. Role of talent management is effective and important and its integration at all levels of the companies improves performance of the organization. Therefore, proper attention must be drawn to attract employees, recruit current employees, and engage them for betterment of employees and the organization both.

Talent Management is relatively a new concept that must be made part of strategies of companies to effectively manage the employees. The study points out that this issue must be considered in developing countries like India. As it is relatively less researched area, so it has a wide scope and opportunity for new research. Study also points out that talent management has positive, strong as well as direct relation with the competitive advantage, overall performance and talent management in the organizations. This study highlights an understanding of talent management and its significance in the banking sector. The banks can further make use of these results in order to shape the effective talent management practices for their growth in the economy. Managerial staff can play an important role to reshape the talent management concepts and strategies to improve performance of banks. Banks can invest time and money in the development of better and new effective talent management strategies. It makes the banks master in managing the competent employees and use their talents to improve the position of the organization. Banks to enhance their performance can utilize these results to improve their talent management mechanism, to gain competitiveness and to make their talent positions strong.

2.5.2 Impact of Talent Management on Organization's Performance

Though the concept of talent management is discussed frequently, a limited empirical study has been conducted to analyze the effect that talent management poses on the overall organizational performance. The studies which have shown linkages between talent management and performance of the organization are cross-sectional in nature (e.g., Huselid & Becker, 1998; Ringo et al., 2008). Still, there are some studies which have confined themselves to a particular sector or industry (ASTD & SHRM, 1999; Yapp, 2009) with a specific sample size (Di Romualdo et al., 2009; Joyce, Herreman, & Kelly, 2007; Gandossy & Kao, 2004). The previous studies, in general, have shown consistency in giving out a positive relation between talent management and performance of the organization. The first stream deals with analytical technique for tying talent management and financial performance of the organization (e.g., Fitz-Enz, 2009), while the second stream focuses on analyzing as well as optimizing the overall talent management system (e.g., Boudreau & Ramstad, 2004). Along with this, there are various authors who have aligned to the third stream which refers analytics to a set of such metrics as well as measures by different customers (e.g.,

DGFP, 2007). Also, an international study which was conducted by Half (2007) shows that 83 percent of the managers of Germany and 95 percent of the managers of Netherland have observed direct links between the talent management practices and the success of the organization. Additionally, a study by McKinsey shows that a strong correlation exists between the talent management practices and the financial performance of the organization (Guthridge &Komm, 2008). Thus, the previous studies have consistently proved that effective talent management can put a great impact on financial as well as non-financial performance of the organization.

2.6 Factors affecting Talent Management Process

2.6.1 Workforce Planning and Talent Acquisition

Smith (2009) analyzed that Talent Management can be referred as the functional human resource management that supports management, alignment and tracking of deserving personnel or the talented. The organizations which deal with talent management strategically and efficiently define how they attract, source, develop them by providing them training and retain them by promoting, granting awards and rotating them throughout the organizations. Talent Management is an approach and process by which efforts are considered that entrust talent management. Talent Management not only works as a part of strategy to promote the growth of business but also it is implemented in the routine process of the organization throughout the whole organizations. It must not be left only on human resource department for attracting and retaining talented individuals rather it has to be implemented at all the hierarchical levels of the organizations. He analyzed that aggressively recruiting talented employees still occurs, and retaining the high performing employees is still critical.

Technical specialists Emelie BaedckeYllner Alexandra Brunila (2013) investigated talent management and how companies work to maintain their technical specialist and talented employees by applying talent management techniques. In the present century talent management is important for various organizations to maintain the competitiveness in the market and maintain and adapt wide variety of knowledge for economy therefore new generations are being preferred by the different companies to enter their workforce and make their business more strategic and competitive, that means to adapt and implement new ways of managing human capital. Furthermore,

talent management is being motivated because it leads to higher profits of big corporate when it is linked to the corporate strategies.

Claire Battle (2015) in his research Talent Management and Planning has written about how the talents must be managed and ensure that part time work is included in talent management. He has analyzed the market changes and the manner in which employee market varies. In this research paper, he has also discussed about the current and future demands and supply of skills and analyzed the role of employment market competitors and analyzed the demographic trends and trends of the employee market. He also highlighted that national or international both markets are being constantly changing and evolving and are being affected by certain factors like educational changes, growth and decline of economies etc.

2.6.2 Capability, Development and Performance

Practices like attraction, recruitment, and engagement plays an important role in talent management. To develop employees in banking sector talent management must be considered and also to get benefit from competent employees. Factors like work-life balance, learning environment succession planning plays an important role in retaining employees and using their talents for companies' profit. Effective talent management needs efforts and commitment from all hierarchy of organization. To reshape and rebuilt the banking sector employee engagement is important.

Robert E.Lewis (2006) in his paper have discussed about talent management and its importance in scientific principles of human resource management. Here he focuses on the strategic management of talent and future avenues to develop the field of talent management and tie it closely to large amount of human resource management. He also addresses the problems of talent management and lack of data support is being complaint by many practitioners.

Brain, Mark and Dick(2009) in their research work have said that talent differentiation is very much important between human capital and company's performance .They have put forward arguments that many took inappropriate decisions about the employees having low performance in non-strategic roles and they had to bear more cost more amount of money and time, on the other hand those

employees having high efficiencies, higher performance and more contributions could not get enough resources, chance to develop and of being rewarded.

Nancy, (2014) in her study on Talent Management and performance found that talent management is strongly associated with productivity, performance and growth of the organization and provides competitive edge for attracting and retaining talents necessary for the increasing performance of the organizations. Organizations should provide talent management to knowledge workers and high potential that must be according to their increasing strategic importance to increase the performance of the companies.

Faria, Rabbi and Tanzila, (2015) studied link between talent management and organizational performance. This study filled the gap between talent management and organizational performance by including the mediating and moderating variables. The combination of people's knowledge and expertise, and social relation, provides capabilities which do not have any substitute that are source of competitive advantages. It found that a research must be done to determine talent management procedures that must be adopted by companies to improve their performance.

SyokauMululuiMuathe (2017) in her research has written about resource-based view that focuses on the quality of human resource and ability to learn much faster than their competitors. Talent management focuses on sustained competitive advantages by facilitating development of competition that are firm specific, promotes complex social relationships. If resources are non- substitutable, rare, valuable etc, they lead to sustainable competitions. Resources like technologies, natural resources, finances can create value. The resources-based view support knowledge and skills that people bring to the organization. He writes about the Human Capital Theory that considers education and training as a source of capital because it increases people's skills and knowledge which when infused in a company increases its performance. Through organizational processes individual are engaged in talent creation, storage and deployment. He also discusses about Social Exchange Theory according to which social change and stability is the process of the negotiated exchanges between different parties. Employees enter into an organization with some talents, skills desires and goals and expect suitable environment where they could prove their talents and skills to achieve their goals and when the organizations are not able to

provide them that environment, does not reward them for their work then it is likely to result in decreased performance of the organization. Talent Management can lead to sustained competitive environment which facilitates development of competencies which are firm-specific and promote complex social relationship and enhances organizational knowledge. Human Capital in the present time is biggest resource in which companies could invest and make profits by using their talents and skills and in ongoing present scenario it is of value to the firms and by providing them training enhances their value to the organization which is difficult to emulate. By providing structural arrangements of coordination and cooperation of specialized talent workers the companies integrate the talents owned by the individuals. Organizational performance can be increased by a good and healthy relation between organizations and employees. Some of the talent management practices are talent development, competitive compensation, employee resourcing and knowledge integration. He says that Talent Management is a field which requires much exploration to improve on its framework and models. Future research is needed to facilitate the knowledge transfer from academics to practitioners so that effective talent management practices can be used to benefit employees and organizations both. Future studies may be used to use many other favourable talent management practices in the organizations to improve their performance.

2.6.3 Leadership and Potential Development

Hills (2009) pointed that basically there are only two important business strategies which can enhance the talent management. These strategies are succession planning and leadership development. The study also showed that it's the succession planning which involves preparing a talented team for the organization by polishing the skills of the employees for the internal recruitment under talent management strategy. It also ensures the future availability of talented individuals.

Lesley Uren (2011) has discussed one of the major challenges of the present time is to identify employees who are talented and have good skills, to develop and enhance their talent and performance and earn more value from them. Companies have to differentiate and subdivide the talent population with the workforce into different types according to their work types.

Kitzeus (2011) the paper deals with the problems that are associated with identifying the talent and its contribution in the development process for employability. The demands of the world are changing rapidly and to meet the everyday changing demands of the world the organizations are preferring and taking keen attention talent management and making the full use of this strategy to maintain their competitiveness in the market and meet the demands of the people .The employability of the person depends upon the efficiency of his performance and profit that he makes for the firm on the basis of which the firms recognize the talents of a person.

James Sunday Kehinde (2012) studied the problems that an organization faces while implementing talent management where strategic staff alone is considered as the talent. The study focused on examining the impact of talent management on the overall performance of the organization. According to the study, effective talent management strategies and practices had a positive impact on overall performance of the organization. It is important that talent management strategies need to be implemented at all levels of the management and staff so that the talents can be retained for a long period of time and enhancing the human resources management style of the organization.

M. Dhanabhakya & K. Kokilambal (Jul 2014) stated that talent management comprises of basic three conceptions, namely i) a set of typical practices followed by human resource department, ii) flow of the human resources within the organization, iii) sourcing, developing as well as rewarding the employee talent. Many practices have been adopted by industries to manage the best suitable talent which is available to them like team building, identifying talent, training, talent development, and constant feedback. The process of talent management starts with recruiting followed by aligning workforce of the organization, further developing the people to attain constant feedback which can help in enhancing the overall performance of any individual or the whole organization. The study also focused on different talent management practices adopted by major industries including banking sector, healthcare sector, manufacturing sector, and IT sector. It is important to understand how the adopted talent management practices can benefit the organization to achieve competitive edge in the market.

Diksha Garg (2014) in her study of Talent Management: Empirical Research Result studied about the business scenario which is seen to be continuously changing. Humancapitals instead of being supportive administrators are playing their role as strategic partner because they are the greatest assets of the companies. As it is analyzed that people employed come from different backgrounds so they possess diverse talents. So, it is the responsibility of the organization to manage the talents of its employees to succeed in the competitive market and maintain their high positions also. Although the practitioners have the significant degree of academics and practitioner interest even then talent management seems to be underdeveloped. The most important fact is that talent management lacks consistent definition and clear conceptual boundary. In the paper, she gives a clear and concise definition of the talent management. As the business scenario is changing constantly and rapidly so there a need of talented human capital those are capable of thinking and doing things differently and quickly so that business objectives can be achieved successfully. It has been very difficult to identify and capture the talent and even more difficult to retain them due to their mobility. Talent is considered to be natural ability that is closely related to success. Definition of talent is different for different organizations. However, it has some basic features which are common to all that are skills, knowledge, cognitive ability and potential for development. In the contemporary business scenario, it has become an important need to develop and promote talent. In the business world, talent has become a precious commodity and the capacity of the organizations to manage them and retain them is their potential that will greatly impact their performance. In the study it is prescribed that the years 2020 and 2030, India will face a serious problem of lack of right skills talents in IT sectors, manufacturing, construction and engineering sectors. Regardless of the current economic crisis, this talent shock will be seen in upcoming years, forget the decades. The researcher points out that the stakeholders need to prepare themselves from labour scarcity, talent mobility, as well as lack of global workforce. The start of this scarcity is seen today in many technologies, teaching/research, and in industries. Cost effective ways to acquire talents and changes in workforce is anticipated to be the next step or generation of the talent management. Predictive monitoring of workforce will lead to effective and efficient strategic decision making for talent management. Flexible talent sourcing, rewarding the personnel, distributed and influential

leadership, unified workplace, compassionate work culture are the factors that are important for talent management.

2.6.4 Retention Strategy

The organizations in the market need to be aware of the highly competitive era which needs well-framed strategies and planning which could meet the needs of the business environment. The organizations must implement such strategies and practices which can enhance their growth in the market, when merged with new products and latest technologies. Additionally, the organizations should be aware of the specific factors which can contribute in acquiring as well as retaining talent. They should opt for such initiatives which have actual and realistic approach towards talent retention programs.

Kule Lagunas (2012) discussed that there are basic five talent retention strategies which can be followed by the organizations for enhancing their overall performance. These strategies included hiring retainable employees, career planning, making personnel retention, understanding the reason of low performance, and investing in line managers. Lalitha (2012) stated that in the modern era of competitive economy, the biggest challenge that HR managers are facing is the employee retention. The study went on further suggesting some employee retention strategies which can prove to be effective. These strategies include change in hiring practices, employee engagement, employer branding, exit interview, along with other talent management practices. Vijay Kumar et. al. (2012) studied the crisis that Indian software industries are facing because of lack of proper talent management strategies of retention as well as attrition. The authors examined that effective employee retention strategies and practices can help the IT organizations to grow along with retaining the talented employees. The HR managers and executives can play a great role in framing good policies, practices as well as strategies which can help an organization in retaining the human resources which can help the organizations to grow and sustain in the market.

Eric et al. (2012) analyzed the importance of employee empowerment, equal compensation, job designing, training, effective performance, from the perspective of employees towards employee retention. The study stated that except empowerment, the factors which were significant for employee retention include training, performance appraisal system, and good compensation. Rani and Joshi (2012) stated that changes should be maintained in the traditional recruitment process of HR

executives and managers with respect to the increase in organizational performance, keeping in mind the concept of talent management. With a perspective of strategic business, talent management can be considered as a sub-system which is used to develop human resources as assets to shape current as well as future growth of the organization. The talent management comprises of three basic components: talent identification, talent engagement, talent retention. Mathew (2012) studied the benefits of using talent management practices with respect to different organizations, including MNCs in India. The sample was collected from 11 organizations with 47 HR professionals and 73 senior executives. The study found out that talent management practices help them in attracting, selecting as well as retaining talent in the organization for a relatively long period of time.

Indradevi Subramanyam (2013) research done in different organizations to get definitions from different organizations of the term “talent”, and it is discovered that talent according to various organizations means that the people who are best suitable for job in an organization or institute, the most learned, knowledgeable people are considered to be talented ones. In the research it is also found that that talent management according to various organizations is use of human resources for attracting, deploying, developing, successful planning, etc are responsibilities of talented people, and talent management is important for them because it is the intangible source for maintaining their competitiveness and it enhances the knowledge management of the companies.

SHRM/Globoforce Employee Recognition Survey 2015 stated that employee retention is the biggest challenge that HR managers and executives are facing today. According to the survey, 40 per cent of HR managers cited that employee retention was their top most challenge, while the second challenge they faced was employee engagement. The sample size of the survey was 823 HR leaders. The study examined the benefits that employee recognition programs had on company values including their impact on the company culture. While 90 per cent of the respondents who practiced value-based recognition admitted that it has a positive impact on the employee engagement, 68 per cent said it had a positive impact on employee retention. The same survey when conducted in 2012 and 2013 showed that succession planning and employee engagement were the major challenges that were faced by HR leaders. Thus, the concern for both them grew which further signaled “war for

talents”. Effective talent management strategies and their implementation demonstrated the commitment towards human capital which resulted in more employee engagement and lower employee turnover. As a result, employee engagement possesses a positive impact on productivity of employees and helped in retaining talent.

2.6.5 Compensation and Benefits

Walter, Stephen, & Jonathan (2009) studied the role of intrinsic rewards. The sample included 4811 professionals from 28 Indian firms. The study found that there were basic four intrinsic rewards which contributed to the attraction and retention of talent management. These rewards included employer’s social responsibilities, manager support, performance management, and pride in the organization.

Grobler, et. al (2002) studied the reasons for the individuals to leave the organization. According to his study, the main reason for the talented individuals to leave the organization was inadequate compensation.

Xiayuyan Zhu (2011) in his research said that talent management is playing a very vital role in corporate world and is being taken more seriously nowadays and a direct relation is seen between human talent and organizations profit outcome. Performance appraisal, motivation and empowering the talent in the companies have proved beneficial in the companies’ performance.

The organization should be ready enough to estimate the employee turnover over a period of time. The solutions must be pre-planned if there is any fault in talent retention programs. These may contain a mixture of monetary as well as non-monetary incentives. At track turnover period, it is essential to be familiar with the costs and highlight them when they are at peak. Last but not the least, the promotion of the organization and its brand is concerned with not only the outsiders but also with the existing workforce.

2.6.6. Growth and Learning Opportunity

Inskeep and Hall (2008) highlights that if the knowledge holders are not given appropriate rewards, it can result in those employees leaving the organization or indulging in different negative activities like absenteeism, disengagement, office politics, and poor productivity. Thus, it is important to plan effective programmes

which include both monetary as well as non-monetary benefits. To plan such effective programs, a good knowledge base is important for the organization along with knowledge of effectively handling the talent and making great productivity out of it. There is also need of proper expertise to develop and refine the talent so that it can further result in retaining the employee. There are various reward as well as recognition models which can be adopted by the organizations such as traditional compensation packages, flexible compensation, executive compensation, perks, along with formal and informal recognition while framing strategies for talent management.

CIPD, (2010) study on learning and talent development found that in house development programme at 56% and coaching by line managers at 51% were among the top effective practices. In the study it is found that effective talent management has a growing impact on the performance of the organization. After studying the various organizations, it also found the skills the employer needed to focus on to meet their objectives and goals. In the study, it was also analyzed the learning and development strategies that were important for different organizations. In the study the effect of talent development on performance of organization have been clearly analyzed.

2.6.7 Organizational Culture and Policies

Taylor (2007) stated that talent management should be implanted in an organizational culture and should not be considered as something that the organization just want to attempt (Stahl et al., 2007). When talent management is implanted in the organizational culture, it provides a platform for the organization to get more successful. Talent management is also important for improving the overall performance of the organization. It's the concept of talent management that can lead the organization to gain more profit in the market. Though profit is important, it is not the ultimate goal. Thus, the organization should develop a "talent-mindset" and implement it by regularly practicing it (Duttagupta, 2005). The talent-mindset needs to be embedded in the organization. Talent management is a belief that a talent can help in differentiating one organization from the other by gaining a competitive edge over its competitors (Paquet & Rogers, 2008).

Dell and Hickey (2002) stated that there are seven keys which are responsible for effective talent management strategies and practices. These include a unified as well

as consistent talent development strategy. They also researched and highlighted the concept of "employer of choice" which results in coherence of culture that is performance-based rather than improvised programs and the rest of impulsive involvement is related to the acquisition as well as retention of talent along with the accountability management.

Heinen and O' Neill (2004) stated that to create a great competitive advantage over its competitors, the organization needs to practice talent management effectively. Further, Ordonez de Pablos (2004) argues that the capital, be it human, relational and structural are all the sources which lead to forming a long-term competitive edge of the organization.

The organizations are doing their best to manage the talent and deliver the best results to the shareholders. Huselid (1995) studied that there is a strong association between the talent management practices and economic returns. Further, there is a study which states that 15 percent of the top companies make use of the good talent management practices which are associated with different financial advantages including decline in turnover, rise in profits and sales, along with rise in the market value.

Juhi Ranjan (1997) states the efforts, policies, strategies as well as practices of the organization for acquiring, developing, deploying as well as retention of talent in their organizations. This draws attention that the organizations have to understand their requirements to determine the real potential and talents of their employees. David Whitwan, Whirlpool CEO, said, "The thing that wakes me up in the middle of the night is not the economy or competitors, it is whether we have the leadership quality." Through this statement, the challenges that the organizations are facing in this competitive economic scenario can be properly understood. It is really difficult to develop and retain efficient, capable as well as talented people in the business. In the present century, talent and human capital is considered as the new form of wealth. Companies have become talent hunters instead of talent developers and once identified they use it to the maximum utilization and earn more and more profits from them.

By introducing new information systems in HR system, there has been a great advance in the metrics of talent management (Tucker, Koa & Verma, 2005). There have emerged various advanced capabilities for planning workforce, career planning, demographics, learning management, and performance management. Different

scorecards can be introduced so to link the organizational goals with the objectives of Talent Management. The metrics and measures for effective talent management may include factors like employee survey results along with statistics stating employee turnover (Lockwood, 2006).

Anand (2004) studied the concept of talent management with respect to innovation, processes and practices in Bharti Airtel Telecom Company. The study revealed that effectively managing talent out of the pool of talent can lead to enhancement in employee engagement with decline in attrition, proportionately increasing the average term of the employees in the organization. The talent management strategies and processes can contribute in varying degrees to the development as well as growth of the employees and the overall organization.

2.6.8 Relationship

Plansoongnern et. al. (2011) studied different talent management strategies which were implemented to enhance employee engagement in top three cement companies of Thailand. It was observed that strong talent management planning with good support from the management along with other factors like organizational unity, work-life balance, other environment factors, played a crucial role in retaining talents of the organization for a relatively long time period.

Poorhosseinzader (2012) study on Malaysian Multinational companies also studied upon the direct relation between the upcoming talent and performance of the companies. It found that the compensation policies that are according to the need of the companies is likely to implement those talent management strategies than those firms which do not implement compensation policies according to its strategies.

Marion Festinga, Angela Kornaua& Lynn Schäfe (July 2014) studied the concept of talent management by linking it with important findings regarding gender and HRM directly focusing on inclusion. The study suggested a conceptual framework for inclusive talent management, which identified different talent management elements including talent definition, career orientation, talent development programs, talent management approach, and selecting talent. This framework was designed with such characteristics which made a significant impact on the degree of gender bias along with discriminatory risk regarding talent management. The study suggested different

respective propositions which were basically based on the qualitative as well as comparative study analysis. The German media industry was considered as a sample for the study, which highlighted important differences between the identification of elements of talent management and indicators considering gender inclusion in talent management practices.

2.6.9 Demographics and Talent Management

According to Lefkowitz (1994), demographic factors like age, gender, education, employee engagement, and work experience, put great impact on talent management. The study shows that female employees have negative effect of talent management practices because of the family-work conflict and working hours, as compared to male employees (Namasivayam, & Mount, 2004). Thus, the perception of talent management is different for both the genders. It has also been evident that male employees look talent management practices as opportunities for growth and improvement, while female employees look it as an increase in bar resulting in more work. Along with this, it has been seen that there is a direct relationship between the employee engagement, talent management and day-to-day working conditions (Miller, 1980). However, these findings differ when other related factors like age, education level, and income level are kept constant. There are some studies that revealed that with the increase in age, tendency of getting attached to talent management practices decreases (Herzberg, Mausner, Peterson & Capwell, 1957). Thus, there is a linear function between age and talent management practices (Carrell & Elbert, 1974; Salen & Otis, 1964). Education plays a great role in conditioning talent management practices within the organization, though some studies have suggested that job conditions along with educational level has poor effect on talent management (Martin & Contance, 1989). There are some contradictions too in the research studies, suggesting that education level and salary moderately affect the age and the perception towards talent management (Bamundo & Kopelman, 1980). The study by Gibson and Klein (1970) showed that age, work experience and perception towards talent management share a positive linear relationship with each other. Some findings indicate that education has no such relation with intrinsic rewards, thereby, leading to poor job satisfaction (Motlax, 1984). The employee designation depends on some other variables like education, age, working experience and compensation. Excessive employee turnover results in wastage of recruitment and training

facilities. Age, talent management processes, along with the organizational commitment directly influences turnover intent, while factors like gender, work satisfaction, role ambiguity, role conflict, work overload, and organizational justice indirectly affects the retention of employees (Lambert & Hogan, 2009). Kochan et al (2003) suggests that there is a direct relationship between demographic diversity and talent management practices of the organization.

2.7 Talent Management Challenges

P. Kumari & P.C. Bahuguna (Sep 2012) based their study on oil and gas sector in India, considering the various challenges of the organizations to find and attract the best suitable talents. The biggest challenge that the organizations faced is developing an effective talent management system so that effective strategies can be developed to attract, select, develop, train, and retain the right skill for them, which can help in enhancing the overall performance of the organization. The study laid down a conceptual framework which can provide the solutions for addressing the challenges faced by the organization.

Ibraiz Tarique and Randall S. Schuler stated that in this rapidly changing, complex and competitive environment, it can be estimated that this trend will continue to experience for many years ahead. Presently, the organizations are facing various challenges due to the existing external conditions, they are also facing various global challenges, especially regarding the management of talent flow among two generations – older and mature workers, and young workers with less competency. This challenge is increasing and contributing highly to the problem of “global talent management”. Further, the study chalked out an integrated framework for understanding the need of global talent management in future. To explain this framework, the authors highlighted the present challenges that exist and also suggested that IHRM activities can help a lot for addressing these challenges.

Preeti Khatri, Shikha Gupta, Kapil Gulati, Santosh Chauhan (Dec 2010) stated that the present business environment is showing weakness in talent management practices along with scarcity of skilled, talented and competent workforce. Talent strategy can play an important role in improving the overall condition of the organization. The harsh competition in the business environment is exposing that talent planning as well as management capabilities of the organizations are unable to meet the future

challenges and threats. It is not an easy task for effectively getting into talent management strategies and practices. It requires close, comprehensive as well as scientific analysis to frame the strategies so that the organizations can achieve higher performance. Talent management emerged back in 1990s has made its place in every organization so that the talents as well as skills of the employees can be properly utilized to take the organization to a great height. The organizations, thus, are developing plans and strategies to attract, recruit, train, develop as well as retain the talented individuals who are ready to compete. The organizations need to provide good monetary as well as non-monetary incentives along with quality training in order to get the best performance from the employee.

Mullen (2008) in his report outlined the views on need of young managers, specifically of Gen Y, for talent management. Some of the major challenges that were faced by the organizations while managing young talents include:

- Belief of the Gen Y in developing transferrable skills.
- Accessibility to good facilities
- Right kind of freedom at the workplace
- Handling multi-tasking efficiently
- Maintaining personal-professional life balance
- Willing to work for an organization which holds strong values
- Willing to make out time for job from personal life
- Working in breaks
- Belief in not being excessively loyal to the organization.

2.8 Identification of Research gap

A comprehensive literature review has been conducted to understand the viewpoints of different authors and researchers of the past about talent management, its strategies and different practices that organizations need to follow to create POD (Point of Difference) in the market. A majority of the literature discussed focused on the importance of acquisition and retention of talent for the organization. There were some common strategies that were depicted by the previous studies include attracting, recruiting, developing, training and retaining talent. At the same time, most literature

stated that the best ways to retain talent within the organization are providing the best compensation to the best talent, and this compensation should include both monetary as well as non-monetary benefits.

The above discussed literature review had some major gaps which need to be bridged in order to perfectly understand the concept of talent management and implement the strategies and practices of talent management effectively which can lead the organization to climb high. Some of the research gaps that were felt include following:

1. Most of the studies mentioned in the review of related literature have been done with a very limited purpose of probing into some of the facets of Performance Management Systems, causes for Attrition and Retention Strategies.
2. Most of the discussed literature is based on theoretical framework rather than giving out the practical framework, though many were empirical studies.
3. Some of the research covered about the talent management practices in other industrial sectors than IT Sectors.
4. There has been a larger degree of research about talent management in Western context, but very few researches have been conducted with reference to India.
5. A very few studies have been done in Uttar Pradesh, Despite being a hub of human capital of India and hence this study has taken up.

Most of the studies examining the relationship between talent management practices and the organization performance have been conducted mostly in other countries like Malaysia and Nigeria therefore the researcher intends to fill the existing gap by carrying the study in companies in India. Review of the past studies conducted in Kenya on the organization performance did not touch on talent management but other human resource practices.

CHAPTER – III

RESEARCH METHODOLOGY

This chapter presents the research methodology to conduct the present research. It consists of the research design in terms of sample design, observational design and statistical design. Present chapter discusses the research problem, rationale of the study and culminates by stating the objectives of the research. Further it represents the observational design of the study. It discusses the nature of data required, procedure and methods employed to collect the data, nature and approach of the research. Population of the study, sampling frame, sample unit and sampling technique, the tools and techniques applied to process are also discussed about in this chapter.

3.1 Statement of the Problem

The logic behind talent management is based on the fact that business is run by people, they are the ones who create value by using corporate assets to create products and services that people need. The implication is that the better the people an organization has the better it will perform and this is the rationale behind talent management to attract, develop, and utilize the best brains to get superior business results (Tonga, 2007). However, managing talent is a challenge to all organizations as they compete for the same pool of talents (Gardner, 2002). Nyambegeera (2002) concurs with the same that performance is more dependent on proper utilization of human capital rather than on physical capital. Talent shortage is being experienced and this impact every organization without regard to industry, and that this comes from the fact that the skills set possessed by available workers may not match the advanced, more complex skills required by businesses (Buhler, 2008). Nana (2013)

suggests that organizations should ensure that they are better positioned to meet the problems of the talent shortage. Study by the Human Capital Practice of Deloitte (2005), found that the approaching Baby Boomer retirements, widening skills gap due to reducing educational standards and outdated and inefficient strategies to talent management are contributing to challenges that threatens the global business economy.

Most of the studies examining the relationship between talent management practices and the organization performance have been conducted mostly in other countries like Malaysia and Nigeria therefore the researcher intends to fill the existing gap by carrying the study in companies in India. Review of the past studies conducted in Kenya on the organization performance did not touch on talent management but other human resource practices.

The current study therefore sought to fill the existing research gap and also provide a better understanding through the empirical evidence of the effect of talent management practices on the organization performance in Indian corporate.

3.2 Rationale of the Study

The idea of developing talent is not new; the need for talented employees has always been existent right from times immemorial. However, the crisis for talented employees has struck the corporate world only today, due to the changing paradigms of workforce in the present era. With mobility no longer a concern for workforce and shift in the psyche of the Gen Y, retaining talent is becoming a crucial job of the human resource managers. This has led to a global war amongst conglomerates for devising and incorporating suitable talent management practices into their systems. All these factors have brought talent management- as a discipline of study, at the helm

of affairs. The present study was conceptualized due to this very fact itself. An extensive review of literature was carried out to explore further into this area. A detailed analysis of the work done in this regard reveals that companies are facing talent crunch in this competitive era which has put pressure on them to attract the best talent and ensure that employees join the company and choose to stay in the organization rather than finding opportunities elsewhere. In the literature reviewed, many researchers have defined talent management with diverse views but not many studies have tested the concept empirically. Another unexplored area has been the relative importance of the various components of talent management for the employees. The existing studies have not been able to address the issue of identifying the value of various talent management components and the weightage they carry for the employees. The issue of employee and management perception regarding the effectiveness of talent management practices has also not been touched upon. The present study gains direction from the above cited gaps, and intends to explore further on the existing talent practices, their effectiveness and the challenges faced by organization and the employees in heading towards a talent based structure.

3.3 Research Objectives and Hypothesis

Based on the above discussion and problem identification the following five specific objectives are derived:

1. To study the process and various challenges of talent management.
2. To study the ways to retain the best talent.
3. To study association between age, gender, experience of employees and their satisfaction of talent management practices.

4. To study the influence of age, gender, experience of employees and their various interactions on talent management practices and its dimensions separately.
5. To study the correlation between talent management practices and financial performance of business organizations.

The following hypotheses have been proposed depending upon the objectives of the research. Only the main hypotheses are stated here. The detailed hypotheses are formulated in the concerned chapters.

H₀₁: There is no significant association between the age of the employees and their satisfaction of talent management practices.

H₀₂: There is no significant association between the experience of the employees and their satisfaction of talent management practices.

H₀₃: There is no significant association between gender of employees and their satisfaction of talent management practices.

H₀₄: There is no significant influence of age, gender, experience of employees and their various interactions on talent management practices and its dimensions separately.

H₀₅: There is no significant correlation between talent management practices and financial performance of business organizations.

3.4 Observational Design

This section discusses the nature of data required, procedure and methods employed to collect the different types of data, nature of research and approach. The

requirement of the type of data is assessed from the nature of the objectives. As per the objectives both the secondary and primary data is required for the study. Secondary data is required for the accomplishment of the first two objectives since it calls for the exploration of previous studies, findings and the knowledge existing till date. The next three objectives required primary data since the relationships between different variables is to be studied.

3.4.1 Sources of Data Collection

3.4.1.1 Secondary Data–In the Research various evidences needs to be maintained hence various secondary sources like documentation, archival records of the companies, reports and publications etc. are being used as the secondary source for data collection. Articles from leading business journals and books within the context of talent management and organizational performance are being reviewed.

3.4.1.2. Primary Data– Primary data is collected through survey of employees from the selected companies and the tool employed to collect the data is structured questionnaire. The questionnaire was developed in accordance with the requirement of the objectives (Appendix B). It contained two sections; the first section captured the demographic details of the respondent whereas the second section contained the psychographic statements. The demographic details recorded are gender, age, experience and designation of the respondents. The psychographic statements measured the talent management practices followed by the organizations along with their financial and non financial performance. The talent management practices and organizational performance considered in the study:

1. Workforce Planning and Talent Acquisition
2. Capability Development and Performance
3. Leadership and High Potential Development
4. Retention Strategy
5. Compensation and Benefits
6. Growth and Learning Opportunity
7. Organizational Culture and Policies
8. Relationship with Employees
9. Organizational Performance: Financial
10. Organizational Performance: Non Financial

The data was collected through both offline and online mode. The questionnaire was distributed to the respondents in the selected companies and the filled questionnaires were collected either on the same day or the day after. The questionnaire was hosted online on Google Forms and the links were sent to the employees through emails.

3.4.2 Type of the Research and Research Approach

As per the objectives this research encompasses both the exploratory and descriptive research design. The first two objectives are the part of ‘Exploratory Research’ since they seek to explore various challenges of talent management and the ways to retain the best talent respectively. The challenges and best ways are explored in the concerned literature and through experience survey (survey of people who have practical experience). The next three objectives seek to assess relationship between different variables and test various hypotheses related to talent management practices and organizational performance. Since the description of the variables and diagnosis

of the relationships through hypotheses testing is included the ‘Descriptive Research’ also comes into consideration.

The research approach is associated with the type of research employed. The exploratory design employed the ‘Qualitative Research’ which included the content analysis of the secondary data and interpretation of the experience survey. Qualitative approach facilitated the understanding of underlying reasons and motivations, and provides insights into the setting of a problem, deriving objectives and formulating hypothesis for later quantitative research. At the same time the descriptive research employed the ‘Quantitative Research’ approach which included different statistical tools to analyze the relationships among different variables. Quantitative research focused description of variables, processing of the data and hypothesis testing.

3.5 Sampling Design

This section discusses about population of the study, sampling frame, sample unit, sampling technique, sample size, and actual data collection.

3.5.1 Population–The population of the study encompasses about 42613 (Both Public and Private) registered Indian Companies or formal organizations of Uttar Pradesh (As per Ministry of Corporate Affairs on 31 march 2014) where talent management practices are pursued. Since the population is too huge, it is practically not possible to cover each and every unit. Therefore, the concept of sampling is used to form a group that would be researched upon, and results generalized thereof.

3.5.2 Sampling Frame - The sample frame for the study is 10 companies of both public and private sectors selected from Uttar Pradesh region, India. The list is mentioned below:

S.No.	Name of organization	Industry	Sector
1.	Lucknow Metro Rail Corporation Ltd	Public Transport	Public
2.	Pradeshik Cooperative Dairy Federation Ltd	FMCG	Public
3.	Uttar Pradesh Power Corporation Ltd	Electric Power	Public
4.	Central Drug Research Institute	R&D	Public
5.	Bank of Baroda	Banking	Public
6.	Tata Consultancy Services	IT services	Private
7.	BN College of Engineering and Technology	Education	Private
8.	Reliance Nippon Life Insurance Company	Insurance	Private
9.	HCL Technologies Ltd	ITES	Private
10.	Super house Ltd.	Textile	Private

3.5.3 Sampling Unit – The respondents for the study are senior management personnel, HR managers, HR executives, HR experts and other employees of the selected companies.

3.5.4 Sample Size Conceived–More than 300 responses were sought for study from the sample frame.

3.5.5 Sampling Technique –Due to non availability of the exact sampling frame and other research limitations, a non probabilistic sampling design was employed. Among

non – probabilistic techniques ‘Purposive Sampling’ was done since the selection of the companies and respondents was done purposively.

3.5.6 Actual Data Collection –More than 450 questionnaires were distributed in the selected ten companies. After continuous follow up and persistence, a total of 296 responses were collected offline while only 55 responses could be collected online. A total of 351 responses were collected. After the initial processing and data cleaning only 312 responses were found complete and considered fit for further analysis.

3.6 Statistical Design

The tools and techniques applied for the analysis of data in the study are classified as per the objectives and the type of analysis descriptive and inferential involved:

3.6.1 Objective 1 and 2–These two objectives required qualitative research approach therefore the technique is ‘Content Analysis’. This facilitated the understanding of underlying reasons and motivations, and provided insights into the setting of a problem, deriving objectives and formulating hypotheses.

3.6.2 Descriptive Analysis–Before dwelling into the inferential statistics a descriptive analysis was done to process and understand the distribution of the different types of variables. The tools applied for descriptive analyses are tabulation, frequency measurement, cumulative frequencies, percentages, ratios. The graphical presentation of the data and results was done using pie charts, bar charts, line graphs and trend lines.

3.6.3 Objective 3—This objective assessed the association of the demographic variables with the Talent Management practices. The demographic variables gender, age and experience were categorical variables. The Talent Management practices were measured with Likert Scale and were considered as ordinal variables or ordered categorical variables. Now since both the variables were categorical and association between the variables was sought ‘Chi Square Test of Association or Chi Square Test of Independence’ was applied to establish the association between demographic variables and Talent Management practices. The ‘Additive Property’ of Chi Square Test is also applied to assess the association between a particular demographic variable and specific Talent Management practice factor.

3.6.4 Objective 4—The fourth objective is to study the influence of age, gender, experience of employees and their various interactions on Talent Management practices and its dimensions separately. The Talent Management practices were measured employing Likert Scale and were considered as ordered categorical variables. Now to properly measure the various talent management practices and to extract each of talent management dimensions or factors an ‘Exploratory Factor Analysis’ is applied. Once the Talent Management practices are measured and factors extracted and factor scores obtained on continuous scale these factors were subjected to different statistical techniques to find the impact of three demographic variables. Gender has two categories therefore an ‘Independent Samples t-Test’ was applied to determine its impact on talent management factors. Age and experiences were having more than two categories so ‘’ is applied to assess their impact on Talent Management factors.

3.6.5 Objective 5–The fifth objective is to study the correlation between Talent Management practices and financial performance of business organizations. To find the correlation among the variables ‘Pearson Moment Correlation’ technique is applied. The next part of the objective was to find the impact of Talent Management practices on organizational performance of business organizations. As both the variables here are continuous a Causal Analysis is done employing Multiple Linear Regression. Talent Management practices were considered as independent variables while organizational performance was as dependent variable.

The overall research design is presented in the snapshot of table below:

Table 3.1 Research Design

Snapshot of the Research Methodology or Overall Research Design		
Research Problem	Problem statement, rationale, objectives and formulation of hypotheses	Exploratory Research
Observational Design	Nature or Sources of data required	Secondary and Primary data
	Secondary Data	Past Researches, Reports, Documents, Company Records and various Publications
	Primary Data	Survey
	Primary Data Tool	Questionnaire
	Method of Administration	Personal and Online
	Type of Research	Exploratory and Descriptive
	Research Approach	Qualitative & Quantitative
Sampling Design	Population	Registered Indian Companies of Uttar Pradesh
	Sample Frame	10 Indian Companies from various industrial sectors where Talent Management Practices are applicable
	Sampling Unit or Respondents	Senior management personnel, HR managers, HR executives, HR experts and other employees of the selected companies
	Sample Size	Sought: 350 plus; Actual Size: 312
	Sampling Technique	Non Probabilistic: Purposive Sampling
Statistical Design for Quantitative Analysis	Objectives 1 and 2	Qualitative Research: Content Analysis
	Descriptive Analysis	Tabulation, frequency, cumulative frequencies, percentages etc.
	Graphical Presentations	Pie charts, bar charts, line graphs and trend lines
	Objective 3	Chi Square Test of Association and its Additive Property
	Objective 4	Exploratory Factor Analysis, Independent Samples t-Test and Analysis of Variance or ANOVA
	Objective 5	Pearson Moment Correlation and Multiple Linear Regression.

CHAPTER – IV

DATA ANALYSIS: DESCRIPTIVE STATISTICS

Data Analysis is performed in two main sections descriptive and inferential analysis. This section initially discusses the demographic details of the respondents covering age, gender and their work experience. Then this section covers the descriptive statistics related to the psychographic variables representing the talent management practices factors to be studied as per the objectives and descriptive of challenges faced by organizations while implementing Talent Management process.

The descriptive analysis is covered in three sections:

- A. Descriptive Analysis of Demographic Variables
- B. Descriptive Analysis of Talent Management Practices Factors
- C. Descriptive Analysis of various challenges faced by organizations in their approach to Talent Management

4.1 Descriptive Analysis for Demographic Variables

The three demographic variables considered in the study are age, gender and experience. The descriptive details of the collected sample are presented below:

4.1.1 Gender

Table 4.1: Sample Distribution by Gender

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Male	204	65.38	65.38	65.38
Female	108	34.62	34.62	100.00
Total	312	100	100	

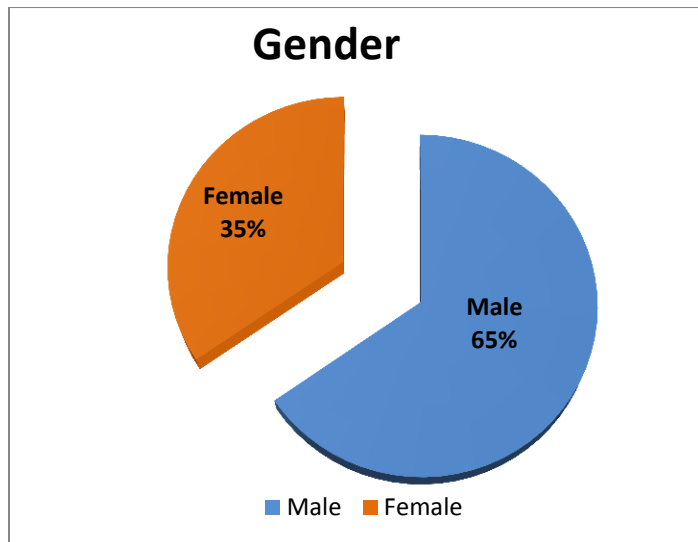


Figure 4.1: Sample Distribution by Gender

Interpretation: The majority of the respondents in the sample were observed to be males with 65% representation whereas female respondents were 35%. This represents dominance of males in the selected sample.

4.1.2 Age Group

Table 4.2: Sample Distribution by Age

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
< 30 yrs	165	52.9	52.9	52.9
30 to 40 yrs	122	39.1	39.1	92.0
> 40 yrs	25	8.0	8.0	100.0
Total	312	100.0		

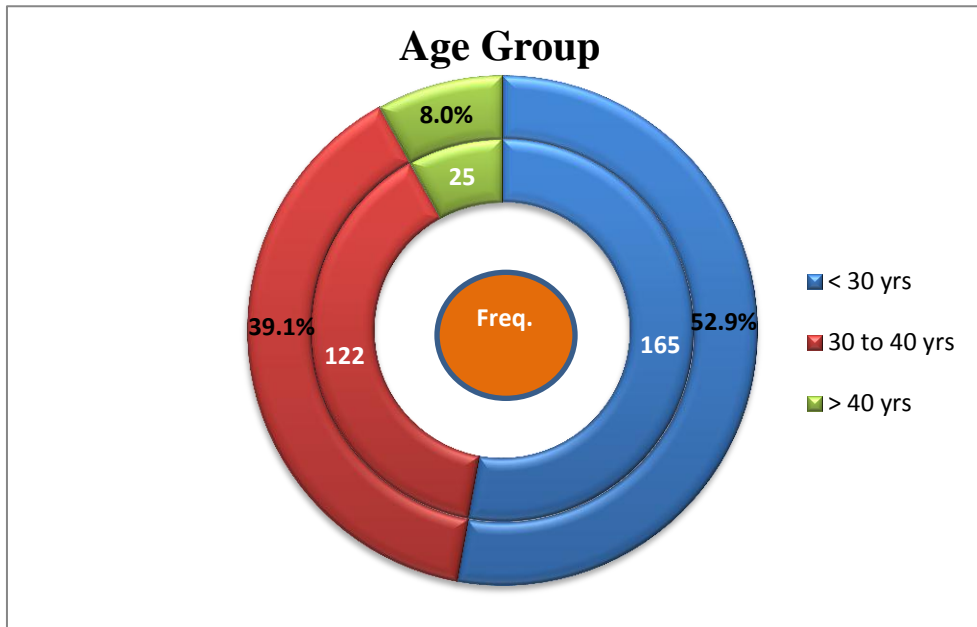


Figure 4.2: Sample Distribution by Age

Interpretation: It is evident from the table that 52.9% of the respondents in the sample were in age group of < 30 years, 39.1% were in age group of 30 to 40 years whereas only 8% were in the bracket of more than 40 years of age. It may be concluded that the sample consist of a mix of all age groups and majority of the employees are quite young in Indian corporate sector.

4.1.3 Experience with the Present Organization

Table 4.3: Sample Distribution by Experience

Experience in the present organization	Frequency	Percent	Valid Percent	Cumulative Percent
2 to 5 yrs	205	65.7	65.7	65.7
6 to 10 yrs	72	23.1	23.1	88.8
10 yrs and above	35	11.2	11.2	100.0
Total	312	100.0		

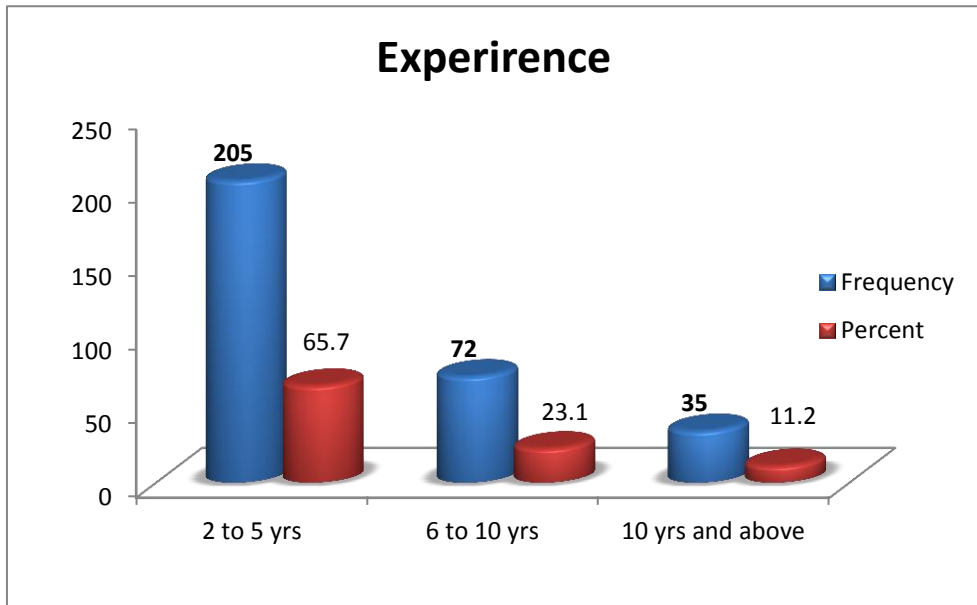


Figure 4.3: Sample Distribution by Experience

Interpretation: The above table shows that 65.7% of the respondents in the sample were having 2 to 5 years of experience with the present organization, 23.1% have 6 to 10 years of experience while 11.2% respondents were having experience of more than 10 years. It is clear that the observed sample has majority of freshers and represents a mix of few medium term and long term experienced employees.

4.2 Descriptive Analysis of Talent Management Practices Factors

The descriptive analysis of the eight talent management practices factors and two organizational performance factors are presented in the below tables:

Table No. 4.4: Descriptive for Workforce Planning & Talent Acquisition

WORKFORCE PLANNING AND TALENT ACQUISITION (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
1	This organization attracts the right kind of personnel that helps it grow.						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency		5	91	119	97		312
	Percen- tage		1.6	29.2	38.1	31.1		100.0
<p>Interpretation: A strong majority of the respondent from the sample consent that their organization attracts the right kind of personnel with 31.1% strongly agreeing, 38.1% agreeing, 29.2% having a neutral opinion while only 1.6% disagreeing with the statement. It implies that organizations are focused on identifying the right talent from the very beginning.</p>								
2	Recruitment methods used are efficient and suitable							
	Cate- gories	SD	D	N	A	SA		Total
	Freq- uency	10	28	45	140	89		312
	Percen- tage	3.2	9.0	14.4	44.9	28.5		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that recruitment methods used in their organization are efficient and suitable with 28.5% strongly agreeing, 45% agreeing, 14.4% having a neutral opinion, 9% disagreeing while only 1.6% strongly disagreeing with the statement. It signifies that maximum employees in the organizations are satisfied with the recruitment methods used.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.4: Descriptive for Workforce Planning & Talent Acquisition Cont...

WORKFORCE PLANNING AND TALENT ACQUISITION (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	Organization has right talent for its present as well as future strategies							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	27	57	141	82		312
	Percen- tage	1.6	8.7	18.3	45.2	26.3		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that their organization has right talent for its present as well as future strategies with 26.3% strongly agreeing, 45.2% agreeing, 18.3% having a neutral opinion, 8.7% disagreeing while only 1.6% disagreeing strongly with the statement. This majority indicates that employees feel trusted in their organizations.</p>								
4	This organization uses competency-based recruitment practices (competency identification and behavioral assessment) to hire the right staff							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	10	22	72	130	78		312
	Percen- tage	3.2	7.1	23.1	41.7	25.0		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent the organization uses competency-based recruitment practices to hire the right staff with 25% strongly agreeing, 41.7% agreeing, 23.3% having a neutral opinion, 7.1% disagreeing while only 3.2% strongly disagreeing with the statement. It implies that most of the organizations are using competency mapping for their recruitment purpose and focus on attaining the best talent to be successful.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.4: Descriptive for Workforce Planning & Talent Acquisition Cont...

WORKFORCE PLANNING AND TALENT ACQUISITION (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
5	Organization consistently attracts high quality applicants						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate- gories	SD	D	N	A	SA		Total
	Freq- uency		30	50	121	111		312
	Percen- tage		9.6	16	38.8	35.6		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that the organization consistently attracts high quality applicants with 35.6% strongly agreeing, 38.8% agreeing, 16% having a neutral opinion and only 9.6% disagreeing with the statement which indicates that organizations are employing recruitment methods in accordance with time and technology to get the best talent.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.5: Descriptive for Capability, Development & Performance

CAPABILITY, DEVELOPMENT AND PERFORMANCE (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
1	Managers consistently provide ongoing developmental feedback to support and encourage employee development							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	12	28	56	123	93		312
	Percen- tage	3.8	9.0	17.9	39.4	29.8		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that managers consistently provide ongoing developmental feedback to support and encourage employee development with 29.8% strongly agreeing, 39.4% agreeing, 17.9% having a neutral opinion, 9% disagreeing while only 3.8% strongly disagreeing with the statement. It infers that organizations are more focused than ever on continuous development of its employees.</p>								
2	Employees' salaries and bonuses are linked to performance or the development of competences							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	27	32	51	119	83		312
	Percen- tage	8.7	10.3	16.3	38.1	26.6		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that employees' salaries and bonuses are linked to performance or the development of competences with 26.6% strongly agreeing, 38.1% agreeing, 16.3% having a neutral opinion, 10.3% disagreeing while only 8.7% strongly disagreeing with the statement. Competencies based rewards encourage employees to be loyal and more hardworking in the organization. Thus organizations gain advantage by creating a competitive environment.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.5: Descriptive for Capability, Development & PerformanceCont...

CAPABILITY, DEVELOPMENT AND PERFORMANCE (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	Employee have a clear picture of skills they should build to support business growth							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	27	12	51	139	83		312
	Percen- tage	8.7	3.8	16.3	44.6	26.6		100.0
<p>Interpretation: A strong majority of the respondents believe that employee have a clear picture of skills they should build to support business growth with 26.6% strongly agreeing, 44.4% agreeing, 16.3%ving a neutral opinion, 3.8% disagreeing while only 8.7% strongly disagreeing with the statement. It may indicate that organizations are focused on developing its employee’s career inline with organization’s goals.</p>								
4	Employees are encouraged from superiors for creating new ideas and innovation in job							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	10	55	40	124	83		312
	Percen- tage	3.2	17.6	12.8	39.7	26.6		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that employees are encouraged from superiors for creating new ideas and innovation in job with 26.6% strongly agreeing, 39.7% agreeing, 12.8% having a neutral opinion, 17.6% disagreeing while only 3.2% strongly disagreeing with the statement. By creating innovative culture at workplace organizations provide an opportunity to their employees to learn from their mistakes and improve job performance.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.5: Descriptive for Capability, Development & PerformanceCont...

CAPABILITY, DEVELOPMENT AND PERFORMANCE (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
5	Organization provides its employees with opportunities for growth and development						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	10	27	57	125	93		312
	Percen- tage	3.2	8.7	18.3	40.1	29.8		100.0
<p>Interpretation: A strong majority of the respondents believe that organization provides their employees with opportunities for growth and development with 29.8% strongly agreeing, 40.1% agreeing, 18.3% having a neutral opinion, 8.7% disagreeing while only 3.2% strongly disagreeing with the statement. It may represent that organizations are keen to provide more knowledge, skills and abilities to its employees so that they feel motivated and satisfied in their jobs.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.6: Descriptive for Leadership and High Potential Development

LEADERSHIP AND HIGH POTENTIAL DEVELOPMENT (Measured through 4 instruments)								
S.No.	Frequency & Percentage						Charts	
1	Senior leaders are viewed as corporate assets							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	29	10	55	129	89		312
	Percen- tage	9.3	3.2	17.6	41.3	28.5		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that senior leaders are viewed as corporate assets with 28.5% strongly agreeing, 41.3% agreeing, 17.6% having a neutral opinion, 3.2% disagreeing while only 9.3% strongly disagreeing with the statement. It infers that most organizations invest in their senior executives to develop their skills and competencies in order to attain maximum profit.</p>								
2	Developmental assignments are used to address specific leader development needs							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	17	26	78	127	64		312
	Percen- tage	5.4	8.3	25.0	40.7	20.5		100.0
<p>Interpretation: Majority of the respondents think that developmental assignments are used to address specific leader development needs with 20.5% strongly agreeing, 40.7% agreeing, 25% having a neutral opinion, 8.3% disagreeing while only 8.7% strongly disagreeing with the statement. It infers that most organizations provide leadership development programmes to their senior employees so as to improve their decision making and analytical abilities.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.6: Descriptive for Leadership and High Potential DevelopmentCont.

LEADERSHIP AND HIGH POTENTIAL DEVELOPMENT (Measured through 4 instruments)								
S.No.	Frequency & Percentage						Charts	
3	Organization provides meaningful pay differentiation to high performers/high potentials through both base and variable pay						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	17	21	84	128	62		312
	Percen- tage	5.4	6.7	26.9	41.0	19.9		100.0
<p>Interpretation: Majority of the respondents from the sample consent that organization provides meaningful pay differentiation to high performers/high potentials through both base and variable pay with 19.9% strongly agreeing, 41% agreeing, 26.9% having a neutral opinion, 6.7% disagreeing while only 5.4% strongly disagreeing with the statement. It implies that organizations are keen to drive better performance culture by compensating with variable pay differentials.</p>								
4	CEO and board of Directors are actively involved with leadership development activities						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	17	25	85	118	67		312
	Percen- tage	5.4	8.0	27.2	37.8	21.5		100.0
<p>Interpretation: Majority of the respondents believe that CEO and board of directors are actively involved with leadership development activities with 21.5% strongly agreeing, 37.8% agreeing, 27.2% having a neutral opinion, 8% disagreeing while only 5.4% strongly disagreeing with the statement. Active involvement of Board members in leadership development activities improves the morale of employees and helps in employee engagement in the organization.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.7: Descriptive for Retention Strategy

RETENTION STRATEGY (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
1	Real time coordination and HR service delivery beyond physical constraints being provided							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	22	12	81	140	57		312
	Percen- tage	7.1	3.8	26.0	44.9	18.3		100.0
<p>Interpretation: Majority of the respondents from the sample consent that real time coordination and HR service delivery beyond physical constraints being provided 18.3% strongly agreeing, 44.9% agreeing, 26% having a neutral opinion, 3.8% disagreeing while only 7.1% strongly disagreeing with the statement. It infers that on time solutions to the HR enquiries bring employee productivity in the organizations.</p>								
2	Organization provides a comfortable, safe work environment and has a good reputation in the community							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	10	5	47	145	105		312
	Percen- tage	3.2	1.6	15.1	46.5	33.7		100.0
<p>Interpretation: Quite a strong majority of the respondents from the sample consent that organization provides a comfortable, safe work environment and has a good reputation in the community with 33.7% strongly agree, 46.5% agree, 15.1% having a neutral opinion, 1.6% disagreeing while only 3.2% strongly disagreeing with the statement. It implies that maximum employees feel safe and healthy at their work place which ensures high retention rate, improved productivity and organizational reputation.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.7: Descriptive for Retention Strategy Cont...

RETENTION STRATEGY (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	Enriching work experience that affords enough opportunities for growth and learning							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency		12	31	191	78		312
	Percen- tage		3.8	9.9	61.2	25.0		100.0
<p>Interpretation: A very strong majority of the respondents think that retention can be increased by enriching work experience that affords enough opportunities for growth and learning with 25% strongly agreeing, 61.1% agreeing, 9.9% having a neutral opinion, 3.8% disagreeing with the statement. It may also infer that enriching work experience motivate the employees in the organization and thereby reduce rate of absenteeism and turnover.</p>								
4	Continuously augment workforce competency by imparting new skill sets and revitalizing existing ones							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	24	72	149	62		312
	Percen- tage	1.6	7.7	23.1	47.8	19.9		100.0
<p>Interpretation: Quite a strong majority of the respondents agree that continuously augmenting workforce competency by imparting new skill sets and revitalizing existing ones enhances retention with 19.9% strongly agree, 47.8% agree, 23.1% having a neutral opinion, 7.7% disagrees while only 1.6% strongly disagrees with the statement. This indicates that organizations are continusly imparting knowledge and abilities to the employees in dynamic business environment (changing technologies and fierce competition) in order to retain their talent.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.7: Descriptive for Retention Strategy Cont...

RETENTION STRATEGY (Measured through 5 instruments)							
S.No.	Frequency & Percentage						Charts
5	Robust and scalable HR process to engage, motivate and retain talent						
	Cate- gories	SD	D	N	A	SA	Total
	Freq- uency	7	15	84	130	76	312
	Percen- tage	2.2	4.8	26.9	41.7	24.4	100.0
<p>Interpretation: A very strong majority of the respondents consent that retention can be increased by robust and scalable HR process to engage, motivate and retain talent. With 24.4% strongly agreeing, 41.7% agreeing, 26.9% having a neutral opinion, 4.8% disagreeing with the statement while only 2.2% disagreeing with the statement strongly. It may infer that developed processes, systems and sophisticated analytical software can increase rate of retention in the organizations.</p>							
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree							

Table No. 4.8: Descriptive for Compensation and Benefits

COMPENSATION AND BENEFITS (Measured through 4 instruments)								
S.No.	Frequency & Percentage							Charts
1	Salary that I receive is adequate							<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>
	Cate-gories	SD	D	N	A	SA	Total	
	Freq- uency	20	35	80	120	57	312	
	Percen- tage	6.4	11.2	25.6	38.5	18.3	100.0	
<p>Interpretation: Majority of the respondents from the sample consent that the salary they receive is adequate 18.3% strongly agreeing, 38.9% agreeing, 25.6% having a neutral opinion, 11.2% disagreeing while only 6.4% strongly disagreeing with the statement. It may infer that maximum employees are satisfied of their compensation in the organization.</p>								
2	I get frequent salary review and increments.							<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>
	Cate-gories	SD	D	N	A	SA	Total	
	Freq- uency	15	40	95	120	42	312	
	Percen- tage	4.8	12.8	30.4	38.5	13.5	100.0	
<p>Interpretation: Majority of the respondents think that organization provides a comfortable, safe work environment and has a good reputation in the community with 13.5% strongly agreeing, 38.5% agreeing, 30.4% having a neutral opinion, 12.8% disagreeing while only 4.8% strongly disagreeing with the statement. It indicates high employee motivation and satisfaction as most of them are in favour of above statement.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.8: Descriptive for Compensation and Benefits Cont...

COMPENSATION AND BENEFITS (Measured through 4 instruments)								
S.No.	Frequency & Percentage						Charts	
3	I get sufficient perks						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	22	42	78	125	45		312
	Percen- tage	7.1	13.5	25.0	40.1	14.4		100.0
<p>Interpretation: Majority of the respondents believe that they receive sufficient perks adequate 14.4% strongly agreeing, 40% agreeing, 25% having a neutral opinion, 13.5% disagreeing while only 7.1% strongly disagreeing with the statement. It infers that organizations provide significant perks to their employees in order to engage and motivate them.</p>								
4	I get competitive remuneration package						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	11	35	95	146	25		312
	Percen- tage	3.5	11.2	30.4	46.8	8.0		100.0
<p>Interpretation: Majority of the respondents agree that they receive competitive remuneration package with 8% strongly agreeing, 46.8% agreeing, 30.4% having a neutral opinion, 11.2% disagreeing while only 3.5% strongly disagreeing with the statement. It indicates that organizations are providing competitive packages to their employees so as to retain their quality talent.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.9: Descriptive for Growth and Learning Opportunity


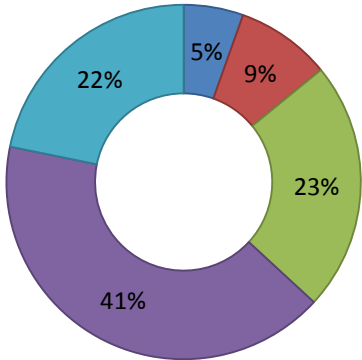
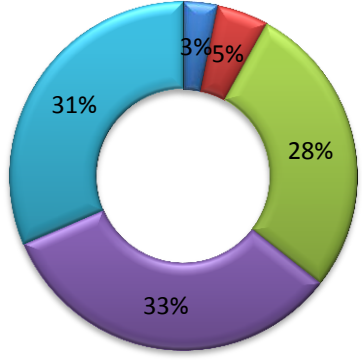
GROWTH AND LEARNING OPPORTUNITY (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
								
1	Organization is much concerned about my career development and offers support and resources for it							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	17	27	71	129	68		213
	Percen- tage	5.4	8.7	22.8	41.3	21.8		100.0
<p>Interpretation: Majority of the respondents from the sample consent that their organization is much concerned about their career development and offers support and resources for it with 21.8% strongly agreeing, 41.3% agreeing, 22.8% having a neutral opinion, 8.7% disagreeing while only 5.4% disagreeing strongly with the statement. Since job enrichment, flexibility and career development adds more value to employees; the organizations are therefore more concerned about it and provide necessary support.</p>								
2	Training programmes provided by the organization are adequate for my development							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	10	15	86	103	98		312
	Percen- tage	3.2	4.8	27.6	33.0	31.4		100.0
<p>Interpretation: Majority of the respondents consent training programmes provided by their organization are adequate for their development with 31.4% strongly agreeing, 33% agreeing, 27.6% having a neutral opinion, 4.8% disagreeing while only 3.2% strongly disagreeing with the statement. Since the maximum employees are in favour of above statement it indicates that they are satisfied with the training and development programmes provided by their organizations.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.9: Descriptive for Growth and Learning Opportunity Cont...

GROWTH AND LEARNING OPPORTUNITY (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	I think my job is challenging to fully utilize my capabilities						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	17	7	41	135	112		312
	Percen- tage	5.4	2.2	13.1	43.3	35.9		100.0
<p>Interpretation: A strong majority of the respondents believe that their job is challenging enough to fully utilize their capabilities Along with 35.9% strongly agreeing, 43.3% agreeing, 13.1% having a neutral opinion, 2.2% disagreeing while only 5.4% disagreeing with the statement. It may infer that organizations are able to provide challenging environment to their employees so they can use their skills and utilize their full potential.</p>								
4	I am satisfied with this company as a place to work compared to other places						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	10	43	172	82		312
	Percen- tage	1.6	3.2	13.8	55.1	26.3		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that they are satisfied with the present company as a place to work as compared to other places with 26.3% strongly agreeing, 55.1% agreeing, 13.8% having a neutral opinion, 3.2% disagreeing while only 13.8% strongly disagreeing with the statement. It indicates that most of the employees feel satisfied with their jobs and don't want any job hopping.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.9: Descriptive for Growth and Learning Opportunity Cont...

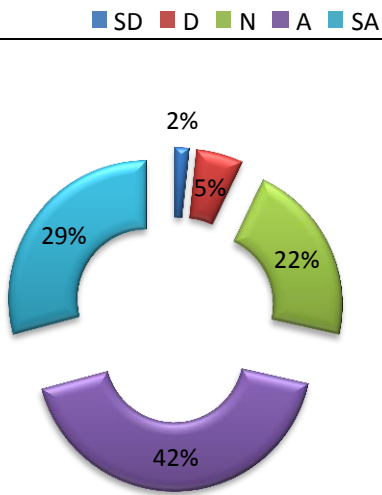
GROWTH AND LEARNING OPPORTUNITY (Measured through 5 instruments)								
S.No.	Frequency & Percentage							
5	Apart from financial benefits, career growth, work culture and international opportunities are important for me.							
	Cate- gories	SD	D	N	A	SA		Total
	Freq- uency	5	17	67	132	91		312
	Percen- tage	1.6	5.4	21.5	42.3	29.2		100.0
<p>Interpretation: A strong majority of the respondents think that part from financial benefits, career growth, work culture and international opportunities are important for them with 29.5% strongly agreeing, 42.3% agreeing, 21.5% having a neutral opinion, 5.4% disagreeing while only 1.6% disagreeing with the statement. This reflects that non monetary motivators are equally important for employees in the organization.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.10: Descriptive for Organization Culture and Policies

ORGANIZATIONAL CULTURE AND POLICIES (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
1	HR policies are effective to keep employee motivated and keeps retained with the organization							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	15	47	70	125	55		312
	Percen- tage	4.8	15.1	22.4	40.1	17.6		100
<p>Interpretation: Majority of the respondents from the sample consent that HR policies of their organization are effective to keep employee motivated and keeps them retained with 17.6% strongly agreeing, 41.1% agreeing, 22.4% having a neutral opinion, 15.1% disagreeing while only 4.8% strongly disagreeing with the statement. Most of the employees are find to be satisfied with their organizational HR policiesof retention and motivation.</p>								
2	Policies and rules are uniformly applied to all							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	12	40	58	124	78		312
	Percen- tage	3.8	12.8	18.6	39.7	25		100.0
<p>Interpretation: Majority of the respondents consent that organizational policies and rules are uniformly applied to all with 25% strongly agreeing, 39.7% agreeing, 18.6% having a neutral opinion, 12.8% disagreeing while only 3.8% strongly disagreeing with the statement. It indicates that employees are confident that managers are applying rules consistently and on every one across the organization.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.10: Descriptive for Organization Culture and Policies Cont...

ORGANIZATIONAL CULTURE AND POLICIES (Measured through 5 instruments)																			
S.No.	Frequency & Percentage						Charts												
3	I find myself comfortable with the organization culture						<table border="1"> <caption>Data for Pie Chart 3</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>SD</td> <td>3.8%</td> </tr> <tr> <td>D</td> <td>3.2%</td> </tr> <tr> <td>N</td> <td>19.2%</td> </tr> <tr> <td>A</td> <td>44.2%</td> </tr> <tr> <td>SA</td> <td>29.5%</td> </tr> </tbody> </table>	Category	Percentage	SD	3.8%	D	3.2%	N	19.2%	A	44.2%	SA	29.5%
	Category	Percentage																	
	SD	3.8%																	
	D	3.2%																	
N	19.2%																		
A	44.2%																		
SA	29.5%																		
Cate-gories	SD	D	N	A	SA	Total													
Freq- uency	12	10	60	138	92	312													
Percen- tage	3.8	3.2	19.2	44.2	29.5	100.0													
<p>Interpretation: Majority of the respondents think they find themselves comfortable with the organization culture with 29.5% strongly agreeing, 44.2% agreeing, 19.2% having a neutral opinion, 3.2% disagreeing while only 3.8% strongly disagreeing with the statement. It infers that most of the employees share allied vision and mission with their workplace. They feel a sense of belongingness in their organization.</p>																			
4	Organization is much concerned about my quality of work life						<table border="1"> <caption>Data for Pie Chart 4</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>SD</td> <td>5.4%</td> </tr> <tr> <td>D</td> <td>6.4%</td> </tr> <tr> <td>N</td> <td>21.8%</td> </tr> <tr> <td>A</td> <td>41.3%</td> </tr> <tr> <td>SA</td> <td>25.0%</td> </tr> </tbody> </table>	Category	Percentage	SD	5.4%	D	6.4%	N	21.8%	A	41.3%	SA	25.0%
	Category	Percentage																	
	SD	5.4%																	
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A	41.3%																		
SA	25.0%																		
Cate-gories	SD	D	N	A	SA	Total													
Freq- uency	17	20	68	129	78	312													
Percen- tage	5.4	6.4	21.8	41.3	25.0	100.0													
<p>Interpretation: Majority of the respondents believe that their organization is much concerned about my quality of work life with 25% strongly agreeing, 41.3% agreeing, 21.8% having a neutral opinion, 6.4% disagreeing while only 5.4% strongly disagreeing with the statement. It indicates that most of the organizations are making efforts in improving quality of life at work of their employees.</p>																			
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>																			

Table No. 4.10: Descriptive for Organization Culture and Policies Cont...

ORGANIZATIONAL CULTURE AND POLICIES (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
5	I believe that my job is purposeful for attaining the objectives of the organization						<p>Legend: ■ SD ■ D ■ N ■ A ■ SA</p>	
	Categories	SD	D	N	A	SA		Total
	Frequency	5	17	25	192	73		312
	Percentage	1.6	5.4	8.0	61.5	23.4		100.0
<p>Interpretation: A very strong majority of the respondents believe that their job is purposeful for attaining the objectives of the organization with 23.4% strongly agreeing, 61.5% agreeing, 8% having a neutral opinion, 5.4% disagreeing while only 1.6% strongly disagreeing with the statement. Organizations are keen to provide more meaningful work to their employees in order to make them committed towards attaining organizational goals.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.11: Descriptive for Relationship


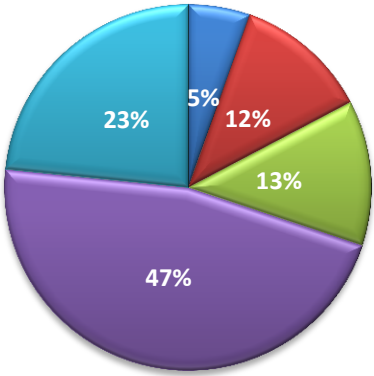
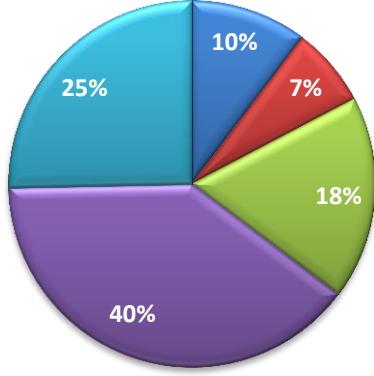
RELATIONSHIP (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
								
1	Senior managers are much concerned about their employees							
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy	17	37	40	145	73		312
	Percen-tage	5.4	11.9	12.8	46.5	23.4		100.0
<p>Interpretation: A strong majority of the respondents thinks that senior managers are much concerned about their employees with 23.4% strongly agreeing, 46.5% agreeing, 12.8% having a neutral opinion, 11.9% disagreeing while only 5.4% strongly disagreeing with the statement. It indicates that employees trust their senior managers as they are supportive and focused on their employee’s issues.</p>								
2	Senior managers treat all employees as equal							
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy	32	22	56	123	79		312
	Percen-tage	10.3	7.1	17.9	39.4	25.3		100.0
<p>Interpretation: Majority of the respondents from the sample consent that senior managers treat all employees as equal with 25.3% strongly agreeing, 39.4% agreeing, 17.9% having a neutral opinion, 7.1% disagreeing while only 10.3% strongly disagreeing with the statement. It infers that employees feel they are treated fairly and with respect in their organization.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.11: Descriptive for Relationship Cont...

RELATIONSHIP (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	I am getting required support from my superior and concerned authorities							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	12	12	66	139	83		312
	Perce n-tage	3.8	3.8	21.2	44.6	26.6		100.0
<p>Interpretation: A strong majority of the respondent thinks that they are getting required support from their superior and concerned authorities with 26.6% strongly agreeing, 44.6% agree, 21.2% having a neutral opinion, 3.8% disagreeing while only 3.8% strongly disagreeing with the statement. Maximum employees feel that their seniors are concerned about their wellbeing and support them in their efforts at the workplace.</p>								
4	My work is often being recognized and praised by my superiors							
	Cate- gories	SD	D	N	A	SA		Tota l
	Freq- uency	17	10	52	155	78		312
	Perce n-tage	5.4	3.2	16.7	49.7	25.0		100.0
<p>Interpretation: Quite an strong majority of the respondents from the sample consent that their work is often being recognized and praised by their superiors with 25% strongly agreeing, 49.7% agreeing, 16.7% having a neutral opinion, 3.2% disagreeing while only 5.4% strongly disagreeing with the statement. Majority of employees feel that their work is valued by their seniors, which eventually raise their satisfaction, motivation and productivity.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.11: Descriptive for Relationship Cont...

RELATIONSHIP (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
5	Management takes regular feedback from the employees							
	Cate- gories	SD	D	N	A	SA		Total
	Freq- uency	32	33	30	128	89		312
	Percen- tage	10.3	10.6	9.6	41.0	28.5	100.0	
<p>Interpretation: A strong majority of the respondents thinks that management takes regular feedback from the employees with 28.5% strongly agreeing, 41% agreeing, 9.6% having a neutral opinion, 10.6% disagreeing while only 10.3% strongly disagreeing with the statement. It indicates that management is approachable for employees in most of the organizations and it improves communication and relationship between employees and managers which ultimately results in declining rate of dissatisfaction and turnover among employees.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.12: Descriptive for Effects of Talent Management Practices on Organizational Performance (Financial)

ORGANIZATIONAL PERFORMANCE: FINANCIAL (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
1	The talent retention strategy of organization has led to increase of sales							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	15	38	171	83		312
	Percen- tage	1.6	4.8	12.2	54.8	26.6		100.0
<p>Interpretation: A strong majority of the respondents from the sample consent that the talent retention strategy of organization has led to increase of sales with 26.6% strongly agreeing, 54.8% agreeing, 12.2% having a neutral opinion, 4.8% disagreeing while only 1.6% strongly disagreeing with the statement. Most of the employees favour that an effective retention strategy improves performance, morale and productivity which ultimately improves sales figures in the organization.</p>								
2	The formal succession planning of the organization has contributed to a high return of investment							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	5	63	169	70		312
	Percen- tage	1.6	1.6	20.2	54.2	22.4		100.0
<p>Interpretation: Quite a strong majority of the respondents believe that the formal succession planning of the organization has contributed to a high return of investment with 22.4% strongly agreeing, 54.4% agreeing, 20.4% having a neutral opinion, 1.6% disagreeing while only 1.6% strongly disagreeing with the statement. Most of the employees support that succession planning and other development programmes play an important role in nurturing high quality talent in the organization which brings high employee engagement and emotional commitment, leads to high returns.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.12: Descriptive for Effects of Talent Management Practices on Organizational Performance (Financial) Cont...

ORGANIZATIONAL PERFORMANCE: FINANCIAL (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
3	Talent management practices in the organization have led to increase in profitability						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy		18	97	145	52		312
	Percen-tage		5.8	31.1	46.5	16.7		100.0
<p>Interpretation: Majority of the respondents think that the talent management practices in the organization have led to increase in profitability with 16.7% strongly agreeing, 46.5% agreeing, 31.1% having a neutral opinion while only 5.8% disagreeing with the statement. Most of the employees support that reinforced programmes and strategies of talent management improves the profitability of the organization.</p>								
4	Investment in skill management and deployment is linked to firm's financial Performance						<p>Legend: SD (Strongly Disagree), D (Disagree), N (Neutral), A (Agree), SA (Strongly Agree)</p>	
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy	5	22	63	149	73		312
	Percen-tage	1.6	7.1	20.2	47.8	23.4		100.0
<p>Interpretation: Quite a strong majority of the respondents consent that investment in skill management and deployment is linked to firm's financial performance with 23.4% strongly agreeing, 47.8% agreeing, 20.2% having a neutral opinion, 7.1% disagreeing while only 1.6% strongly disagreeing with the statement. Most of the employees feel that investing in skill development of employee enables them to be more productive and increases organizational performance.</p>								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.12: Descriptive for Effects of Talent Management Practices on Organizational Performance (Financial) Cont...

ORGANIZATIONAL PERFORMANCE: FINANCIAL (Measured through 5 instruments)								
S.No.	Frequency & Percentage						Charts	
							■ SD ■ D ■ N ■ A ■ SA	
5	Organization’s robust approach to building internal leadership capacity increases the financial returns in critical financial measures							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	25	54	119	99	10		312
	Percen- tage	8.0	17.3	38.1	31.7	3.2		100
Interpretation: About a third of the respondents from the sample consent that organization’s robust approach to building internal leadership capacity increases the financial returns in critical financial measures with only 3.2% strongly agreeing, 31.7% agreeing, 38.1% having a neutral opinion, 17.3% disagreeing and 8% strongly disagreeing with the statement.As majority of employees remain neutral, infers that most organizations are either unaware about the importance of linking capability development programme with the organizational financial performance or do not communicate it to their employees.								
SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree								

Table No. 4.13: Descriptive for Effects of Talent Management Practices on Organizational Performance (Non Financial)

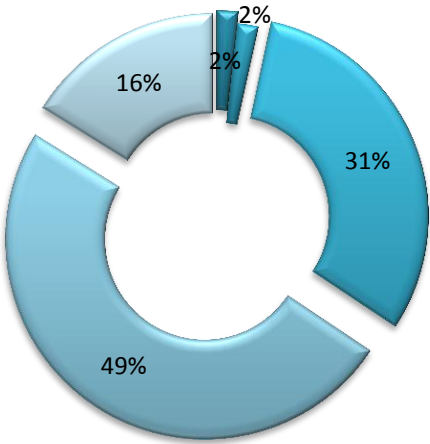
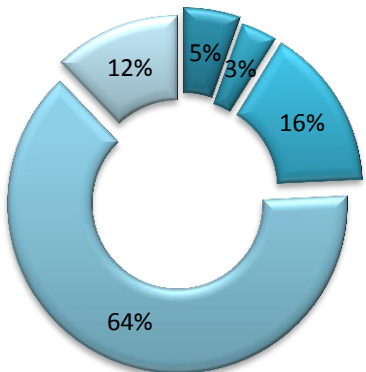
ORGANIZATIONAL PERFORMANCE: NON FINANCIAL (Measured through 4 instruments)								
S.No.	Frequency & Percentage						Charts	
1	In the organization we believe talent management practices increases employees competitiveness							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	5	5	92	147	48		312
	Percen- tage	1.6	1.6	29.5	47.1	15.4		100.0
<p>Interpretation: Majority of the respondents believe that talent management practices increases employees competitiveness with 15.4% strongly agreeing, 47.1% agreeing, 29.5% having a neutral opinion, 1.6% disagreeing while only 1.6% strongly disagreeing with the statement. It infers that employees consider talent management as a competitive advantage in the organization that helps to improve employee’s skills and abilities.</p>								
2	Talent management practices in the organization led to increased employee productivity							
	Cate-gories	SD	D	N	A	SA		Total
	Freq- uency	16	10	46	189	36		312
	Percen- tage	5.1	3.2	14.7	60.6	11.5		100.0
<p>Interpretation: A strong majority of the respondents think that talent management practices in the organization led to increased employee productivity with 11.5% strongly agreeing, 60.6% agreeing, 14.7% having a neutral opinion, 3.2% disagreeing while only 5.1% strongly disagreeing with the statement, as talent management practices induce high motivation among employees which enables them more committed and productive.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

Table No. 4.13: Descriptive for Effects of Talent Management Practices on Organizational Performance (Non Financial) Cont...

ORGANIZATIONAL PERFORMANCE: NON FINANCIAL (Measured through 4 instruments)								
S.No.	Frequency & Percentage						Charts	
3	The organization's internal recruitment policy helps uplift employees morale							
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy	16	10	84	114	73		312
	Perce-n-tage	5.1	3.2	26.9	36.5	23.4		100.0
<p>Interpretation: Majority of the respondents believe that the organization's internal recruitment policy helps uplift employees morale with 23.4% strongly agreeing, 36.5% agreeing, 26.9% having a neutral opinion, 3.2% disagreeing while only 5.1% strongly disagreeing with the statement. It infer that by deploying internal recruitment policy organizations let employees feel trust and a sense of belongingness in the organization which boost their morale.</p>								
4	The organization believes an interesting and challenging job will increase employees' productivity							
	Cate-gories	SD	D	N	A	SA		Total
	Freq-uecy		20	33	178	66		312
	Perce-n-tage		6.4	10.6	57.1	21.2		100.0
<p>Interpretation: A strong majority of the respondents consent that the organization believes an interesting and challenging job will increase employees' productivity with 21.4% strongly agreeing, 57.1 agreeing, 1.6% having a neutral opinion, while only 6.4% disagreeing with the statement. Most of the employees favour that an enriched job motivate them to be more productive.</p>								
<p>SD – Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree</p>								

4.3 Challenges Faced By Organizations in Their Approach to Talent Management

The descriptive analysis of the various challenges faced by organizations in their approach to talent management practices are presented in the figures below:

1. Matching Right Person at Right Job at Right Place

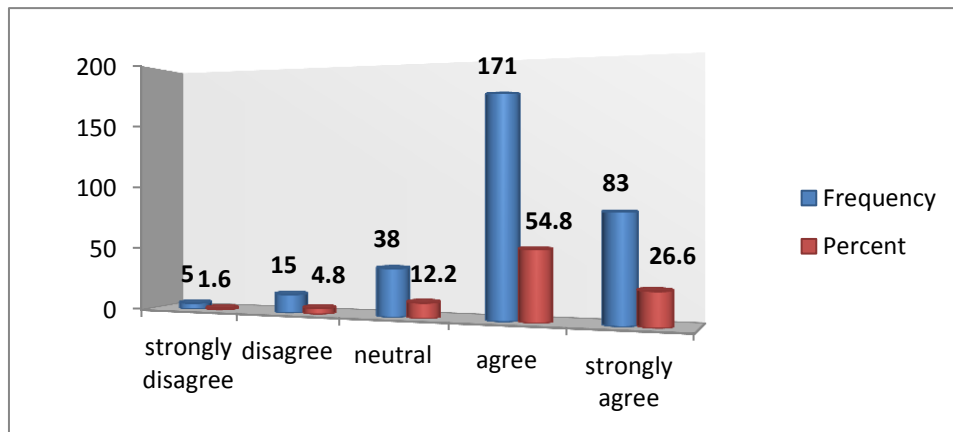


Figure 4.4 Descriptive Analysis of Matching Right Person at Right Job at Right Place

Interpretation: A total of 1.6% of the managers strongly disagree with the statement ‘matching right person at right job at right place’, 4.8% disagree with the statement, 12.2% have neutral opinion, 54.8% agree while 26.6% strongly agree with the statement. A strong majority of the managers (81.6%) have the perception that matching right person at right job at right place is a challenge faced by the organization. It indicates that in order to reduce turnover rates and the resultant cost, the organizations need to match people to the job which can be done from the very beginning i.e. at the time of recruitment.

2. Retaining Talented Employees in the Organization

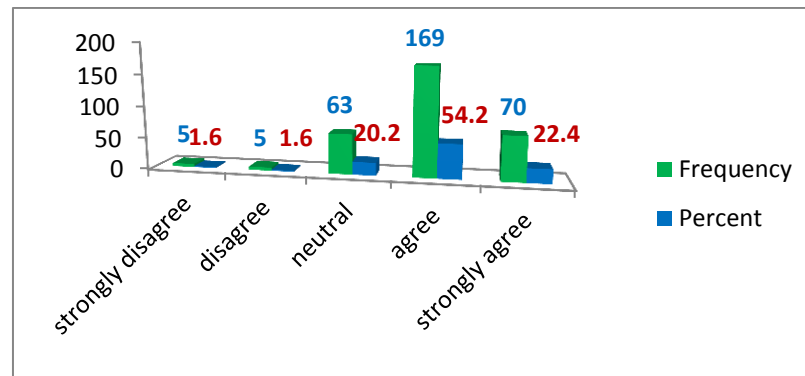


Figure 4.5 Descriptive Analysis of Retaining Talented Employees in the Organization

Interpretation: A total of 1.6% of the managers strongly disagree with the statement ‘retaining talented employees in the organization’, 1.6% disagree with the statement, 20.2% have neutral opinion, 54.2% agree while 22.4% strongly agree with the statement. A strong majority of the managers (76.6%) have the perception that retaining talented employees in the organization is a challenge faced by the organization. Strong economy, Ease of technology, increased number of millennials in the workforce may be the reasons of high attrition rate. In order to overcome the challenge of retention organizations should adopt employee engagement programmes seriously.

3. Identifying People from within the Organization who should be invested upon

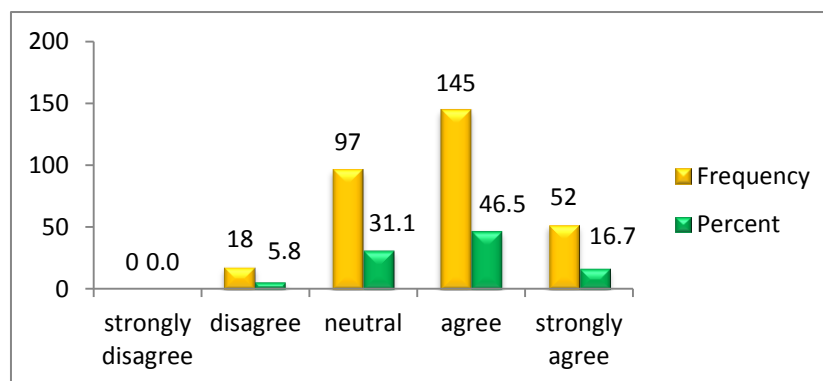


Figure 4.6 Descriptive Analysis of Identifying People from within the Organization who should be invested upon

Interpretation: 5.8% respondents disagree with the statement ‘identifying people from within the organization who should be invested upon’, 31.1% have neutral opinion, 46.5% agree while 16.7% strongly agree with the statement. A strong majority of the managers (73.2%) have the perception that identifying people from within the organization who should be invested upon is a challenge faced by the organization as it is really difficult task to find people with high potential and abilities to hold higher leadership positions in the organization and organizations incur high amount in terms of training, development and other motivational activities.

4. Setting Standards for Ethical Behavior, Increasing Transparency, Reducing Complexities and Developing a Culture of Reward and Appreciation

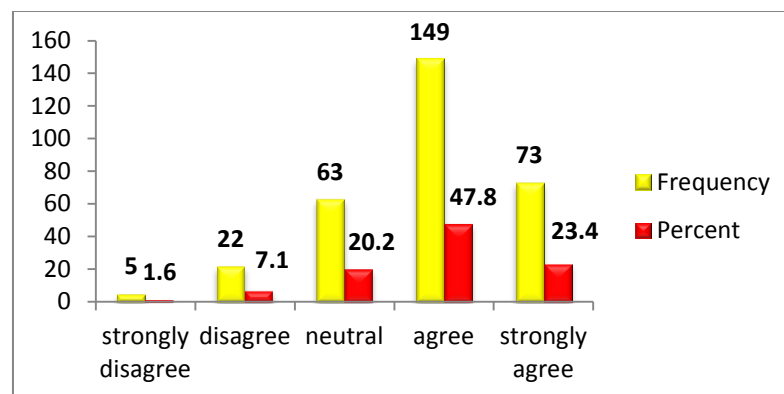


Figure 4.7 Descriptive Analysis of Setting Standards for Ethical Behavior, Increasing Transparency, Reducing Complexities and Developing a Culture of Reward and Appreciation

Interpretation: 1.6% respondents disagree with the statement ‘setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation’, 7.1% disagree with the statement, 20.2% have neutral opinion, 47.8% agree while 23.4% strongly agree with the statement. A strong majority of the managers (71.2%) have the perception that setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation is a challenge faced by the organization. It infers that it may be inefficiency on the part of senior managers to successfully implement these above aspects or may be time and cultural impact is responsible.

5. Lack of Effective Human Capital Management Software

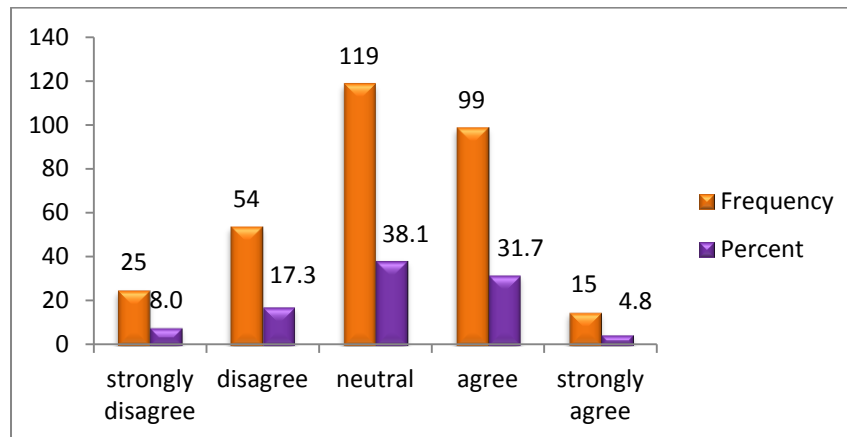


Figure 4.8 Descriptive Analysis of Lack of Effective Human Capital Management Software

Interpretation: 8% of the managers strongly disagree with the statement ‘Lack of Effective Human Capital Management Software’, 17.3% disagree with the statement, 38.1% have neutral opinion, 31.7% agree while 4.8% strongly agree with the statement. More than one third of the managers (36.5%) have the perception that lack of Effective Human Capital Management Software is a challenge faced by the organization. Human resource management software helps improve traditional processes and strategic decision making by incorporating various HR functions like employee data, payroll, attendance, employee benefits, appraisals, attitudinal surveys etc. Lack of such integrated software in the modern organizations with diverse workforce create complexities and challenge for the organization. Most of the employees remain neutral infer that still many organizations are unable to employ HR software successfully.

DATA ANALYSIS: INFERENCE ANALYSIS

The inferential analysis is done in this section of data analysis. Specifically, the data analysis is in line with specific objectives where patterns were investigated, interpreted and implications drawn on them. This chapter represents the empirical findings and results of the application of the variables using qualitative and quantitative research designs.

First of all, an exploratory factor analysis is done to measure the constructs of interest. Next ANOVA is applied to accomplish objective four of the study and finally regression technique is applied to accomplish objective five of the study.

- A. Measurement Part: Factor Analysis
- B. Exploratory Factor Analysis
- C. Regression

5.1 To study association between age, gender, experience of employees and their satisfaction of talent management practices.

Third objective of the study is to explore the association between three demographic variables i.e. age, gender and experience and their satisfaction of talent management practices followed by the organizations. Accordingly three hypotheses are formulated as:

H1: there is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

H2: there is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

H3: there is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

Since the objective is to find out the association between two categories of variables, it is accomplished by applying Chi Square Test of Association or Independence between each demographic variable (age, gender, experience of employees) and different categories of talent management practices. In the present study eight talent management practices are identified that are represented through eight factors:

1. Workforce Planning and Talent Acquisition (WPTA)
2. Capability Development and Performance (CDP)
3. Leadership and High Potential Development (LHDP)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)
8. Relationship with Employees (RE)

Each of the above factors was measured by at least four psychographic statements or variables. In total there were 37 variables measuring eight factors. As there are three hypotheses, three different analyses were run to determine the association between age, gender & experience and eight talent management practices factors. In each analysis association is examined between a demographic variable and eight different factors respectively. Since each factor is measured by 4 or 5 variables a separate Chi Square Test is applied for each variable representing its respective factor. The result of each chi square yields association of each variable separately. As it is needed to determine the association of each factor and in turn overall talent management practices, the additive property of chi square is applied. Once all the chi squares (through all the variables representing the respective factor) are obtained for a respective factor, these are added up along with the respective degrees of freedom to obtain the association of the each factor and the demographic variable in question. Conclusion regarding the overall association of demographic variable and satisfaction of talent management practices and is made on the basis of findings regarding the factors. This process is repeated for all the variables and factors in all the three analyses.

Prior to chi square test, some modifications were done in the variable categories to make the test more effective. Each variable was measured on five point Likert scale

with continuous categories ranging from strongly disagree, disagree to neutral, agree and strongly agree. Chi square is applied for variables having different categories and it is most effective for either two or three categories. Following these recommendations five categories were reduced to three through merging 'strongly disagree' and 'disagree' into a single category of 'disagree.' Similarly 'strongly agree' and 'agree' category were merged into a single category of 'agree.' The third category of 'neutral' was kept as it is. Now each variable was having three categories of 'disagree', 'neutral' and 'agree.' These categories are represented by acronyms 'D', 'N' and 'A' respectively in the tables.

In each analysis, a separate chi square test was run to find out association between each variable of a factor and the respective demographic variable. Once the test values are found for all the variables, they are added up to find out association between each factor of talent management practice and the respective demographic variable. Once the test values are found for all the factors conclusions are made regarding the association between overall satisfaction talent management practices and the respective demographic variable. The three analyses are presented in below sections through tables for each factor and the demographic variable. The results of all the variables related to particular factor are consolidated in a particular table; since there are eight factors, eight tables are formulated. The results from eight tables are further consolidated to display the overall association of association of satisfaction of talent management practices and the respective demographic variable.

5.1.1 Age and Talent Management Practices

Table 5.1: Age & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	< 30 yrs	0	30	135	34.8	4	0.000
		31-40 yrs	5	46	71			Null Rejected
		> 41 yrs	0	15	10			
2	Age & response towards the perception that recruitment methods used are efficient and suitable are independent	< 30 yrs	13	15	137	26.8	4	0.000
		31-40 yrs	20	30	72			Null Rejected
		> 41 yrs	5	0	20			
3	Age & response towards the perception that organization has right talent for its present as well as future strategies are independent	< 30 yrs	6	22	137	26.5	4	0.000
		31-40 yrs	21	30	71			Null Rejected
		> 41 yrs	5	5	15			
4	Age & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	< 30 yrs	17	36	112	3.5	4	0.474
		31-40 yrs	10	31	81			Fail to reject null
		> 41 yrs	5	5	15			
5	Age & response towards the perception that organization consistently attracts high quality applicants are independent	< 30 yrs	20	5	140	49.1	4	0.000
		31-40 yrs	10	40	72			Null Rejected
		> 41 yrs	0	5	20			
Main Null Hypothesis: Age & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square &Dof	140.70	20	0.000
								Null Rejected

It is evident from the table that except 4, all the WPTA variables are significantly associated with age. Since the total chi square value of 140.7 with 20 degree of freedom is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.2: Age & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	< 30 yrs	24	16	125	19.01	4	0.001
		31-40 yrs	11	35	76			Null Rejected
		> 41 yrs	5	5	15			
2	Age & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	< 30 yrs	29	20	116	20.14	4	0.000
		31-40 yrs	20	31	71			Null Rejected
		> 41 yrs	10	0	15			
3	Age & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	< 30 yrs	24	10	131	32.22	4	0.000
		31-40 yrs	15	36	71			Null Rejected
		> 41 yrs	0	5	20			
4	Age & response towards the perception that Employees are encouraged from superiors for creating new ideas and innovation in job are independent	< 30 yrs	34	15	116	19.25	4	0.001
		31-40 yrs	26	15	81			Null Rejected
		> 41 yrs	5	10	10			
5	Age & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	< 30 yrs	22	32	111	19.25	4	0.000
		31-40 yrs	5	25	92			Null Rejected
		> 41 yrs	10	0	15			
Main Null Hypothesis: Age & response towards the satisfaction of Capability Development and Performance practices are independent					Total Chi Square &Dof	109.87	20	0.000
								Null Rejected

It is evident from the table that all the CDP variables are significantly associated with age. Since the total chi square value of 109.87 with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.3: Age & Leadership and High Potential Development (LHPD)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that senior leaders are viewed as corporate assets are independent	< 30 yrs	24	15	126	23.09	4	0.001
		31-40 yrs	15	30	77			Null Rejected
		> 41 yrs	0	10	15			
2	Age & response towards the perception that developmental assignments are used to address specific leader development needs are independent	< 30 yrs	18	38	109	9.1	4	0.053
		31-40 yrs	20	36	66			Fail to reject null
		> 41 yrs	0	10	15			
3	Age & response towards the perception that rganization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	< 30 yrs	7	34	124	43.27	4	0.000
		31-40 yrs	30	41	51			Null Rejected
		> 41 yrs	5	10	10			
4	Age & response towards the perception that CEO and board of directors are actively involved with leadership development activitie are independent	< 30 yrs	17	27	121	14.69	4	0.001
		31-40 yrs	20	35	67			Null Rejected
		> 41 yrs	0	5	20			
Main Null Hypothesis: Age & response towards the satisfaction of Leadership and High Potential Development practices are independent					Total Chi Square &Dof	90.15	16	0.000
								Null Rejected

It is evident from the table that except variable 2 all the LHPD variables are significantly associated with age. Since the total chi square value of 90.15 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Leadership and High Potential Development** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Leadership and High Potential Development** practices followed by the organization is **different**.

Table 5.4: Age & Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	< 30 yrs	19	30	116	22.52	4	0.000
		31-40 yrs	15	36	71			Null Rejected
		> 41 yrs	0	15	10			
2	Age & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	< 30 yrs	5	32	128	19.97	4	0.000
		31-40 yrs	5	15	102			Null Rejected
		> 41 yrs	5	0	20			
3	Age & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	< 30 yrs	12	5	148	28.17	4	0.000
		31-40 yrs	0	21	101			Null Rejected
		> 41 yrs	0	5	20			
4	Age & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	< 30 yrs	14	36	115	23.39	4	0.000
		31-40 yrs	15	21	86			Null Rejected
		> 41 yrs	0	15	10			
5	Age & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	< 30 yrs	7	33	125	21.8	4	0.000
		31-40 yrs	10	46	66			Null Rejected
		> 41 yrs	5	5	15			
Main Null Hypothesis: Age & response towards the satisfaction of Retention Strategy practices are independent				Total Chi Square & Dof		115.85	20	0.000
								Null Rejected

It is evident from the table that null hypothesis is rejected for all the RS variables hence they are significantly associated with age. Since the total chi square value of 155.85 with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Retention Strategy** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Retention Strategy** practices followed by the organization is **different**.

Table 5.5: Age & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that employees receive adequate salary are independent	< 30 yrs	20	45	100	18.73	4	0.001
		31-40 yrs	25	35	62			Null Rejected
		> 41 yrs	10	0	15			
2	Age & response towards the perception that employees get frequent salary review and increments are independent	< 30 yrs	35	54	76	51.93	4	0.000
		31-40 yrs	5	41	76			Null Rejected
		> 41 yrs	15	0	10			
3	Age & response towards the perception that employees get sufficient perks are independent	< 30 yrs	16	65	84	36.3	4	0.000
		31-40 yrs	20	20	82			Null Rejected
		> 41 yrs	10	10	5			
4	Age & response towards the perception that employees get competitive remuneration package are independent	< 30 yrs	13	56	96	59.7	4	0.000
		31-40 yrs	15	51	56			Null Rejected
		> 41 yrs	15	10	0			
Main Null Hypothesis: Age & response towards the satisfaction of compensation and benefits practices are independent					Total Chi Square & Dof	166.66	16	0.000
								Null Rejected

It is evident from the table that all the CAB variables are significantly associated with age. Since the total chi square value of 166.6 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.6: Age & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	< 30 yrs	19	31	115	19.63	4	0.001
		31-40 yrs	15	35	72			Null Rejected
		> 41 yrs	10	5	10			
2	Age & response towards the perception that training programmes provided by the organization are adequate for employees development are independent	< 30 yrs	15	35	115	16.41	4	0.003
		31-40 yrs	5	46	71			Null Rejected
		> 41 yrs	5	5	15			
3	Age & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	< 30 yrs	14	21	130	3.08	4	0.543
		31-40 yrs	10	15	97			Fail to reject null
		> 41 yrs	0	5	20			
4	Age & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	< 30 yrs	5	7	153	55.42	4	0.000
		31-40 yrs	5	36	81			Null Rejected
		> 41 yrs	5	0	20			
5	Age & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	< 30 yrs	17	32	116	10.8	4	0.028
		31-40 yrs	5	25	92			Null Rejected
		> 41 yrs	0	10	15			
Main Null Hypothesis: Age & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent					Total Chi Square &Dof	105.34	20	0.000
								Null Rejected

It is evident from the table that except 3, all the GLO variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Growth and Learning Opportunity providing** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Growth and Learning Opportunity providing** practices followed by the organization is **different**.

Table 5.7: Age & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	< 30 yrs	42	24	99	29.99	4	0.000
		31-40 yrs	10	41	71			Null Rejected
		> 41 yrs	10	5	10			
2	Age & response towards the perception that policies and rules are uniformly applied to all are independent	< 30 yrs	27	27	111	18.7	4	0.003
		31-40 yrs	15	31	76			Null Rejected
		> 41 yrs	10	0	15			
3	Age & response towards the perception that employees find myself comfortable with the organization culture are independent	< 30 yrs	22	20	123	32.6	4	0.000
		31-40 yrs	0	30	92			Null Rejected
		> 41 yrs	0	10	15			
4	Age & response towards the perception that organization is much concerned about my quality of work life are independent	< 30 yrs	17	22	126	20.4	4	0.000
		31-40 yrs	15	41	66			Null Rejected
		> 41 yrs	5	5	15			
5	Age & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	< 30 yrs	12	10	143	14.7	4	0.003
		31-40 yrs	5	10	107			Null Rejected
		> 41 yrs	5	5	15			
Main Null Hypothesis: Age & response towards the satisfaction of Organizational Culture and Policies practiced by the organization are independent					Total Chi Square &Dof	116.39	20	0.000
								Null Rejected

It is evident from the table that all the OCP variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.8: Age & Relationship with Employees (REL)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that senior managers are much concerned about their employees are independent	< 30 yrs	19	20	126	38.37	4	0.000
		31-40 yrs	20	20	82			Null Rejected
		> 41 yrs	15	0	10			
2	Age & response towards the perception that senior managers treat all employees as equal are independent	< 30 yrs	19	30	116	18.67	4	0.001
		31-40 yrs	30	16	76			Null Rejected
		> 41 yrs	5	10	10			
3	Age & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	< 30 yrs	14	25	126	19.2	4	0.000
		31-40 yrs	5	31	86			Null Rejected
		> 41 yrs	5	10	10			
4	Age & response towards the perception that employee work is often being recognized and praised by their superiors are independent	< 30 yrs	17	22	126	20.9	4	0.000
		31-40 yrs	5	20	97			Null Rejected
		> 41 yrs	5	10	10			
5	Age & response towards the perception that management takes regular feedback from the employees are independent	< 30 yrs	34	0	131	45.4	4	0.003
		31-40 yrs	21	25	76			Null Rejected
		> 41 yrs	10	5	10			
Main Null Hypothesis: Age & response towards the satisfaction of Relationship building practices are independent				Total Chi Square &Dof		142.54	20	0.000
								Null Rejected

It is evident from the table that all the OCP variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between age and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Age and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.9: Age & Overall Talent Management Practices

Age & Talent Management Factors		χ^2	Dof	P value	Result
1	Workforce Planning and Talent Acquisition (WPTA)	140.7	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	109.87	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	90.15	16	0.000	Null Rejected
4	Retention Strategy (RS)	115.85	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	166.66	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	105.34	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	116.39	20	0.000	Null Rejected
8	Relationship with Employees (REL)	142.54	20	0.000	Null Rejected

It may be observed from the table that age is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Therefore it is concluded that Age is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various age groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.1.2 Gender and Talent Management Practices

Table 5.10: Gender & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	Disagree	Neutral	Agree	χ^2	Do f	p value
		Gender	Frequency					Result
1	Gender & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	Male	5	38	161	33.1	2	0.000
		Female	0	53	55			Null Rejected
2	Gender & response towards the perception that recruitment methods used are efficient and suitable are independent	Male	21	30	153	1.95	2	0.376
		Female	17	15	76			Fail to reject null
3	Gender & response towards the perception that organization has right talent for its present as well as future strategies are independent	Male	26	25	153	16.25	2	0.000
		Female	6	32	70			Null Rejected
4	Gender & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	Male	15	41	148	10.16	2	0.006
		Female	17	31	60			Null Rejected
5	Gender & response towards the perception that organization consistently attracts high quality applicants are independent	Male	13	45	146	20.44	2	0.000
		Female	17	5	86			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square & Dof	81.90	10	0.000
								Null Rejected

It is evident from the table that except 2, all the WPTA variables are significantly associated with gender. Since the total chi square value of 81.9 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.11: Gender & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	Disagree	Neutral	Agree	χ^2	Dof	p value
		Gender	Frequency					Result
1	Gender & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	Male	7	41	156	46.5	2	0.000
		Female	33	15	60			Null Rejected
2	Gender & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	Male	32	30	142	6.1	2	0.052
		Female	27	21	60			Fail to Reject Null
3	Gender & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	Male	17	35	152	9.3	2	0.000
		Female	22	16	70			Null Rejected
4	Gender & response towards the perception that Employees are encourage from superiors for creating new ideas and innovation in job are independent	Male	37	40	127	24.1	2	0.001
		Female	28	0	80			Null Rejected
5	Gender & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	Male	20	42	142	3.8	2	14.700
		Female	17	15	76			Fail to Reject Null
Main Null Hypothesis: Gender & response towards the satisfaction of Capability Development and Performance practices are independent		Total Chi Square &Dof			89.80	10	0.000	
							Null Rejected	

It is evident from the table that all except variable 2 and 5 the other CDP variables are significantly associated with gender. Since the total chi square value of 89.8 with 10 dof is more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.12: Gender & Leadership and High Potential Development (LHPD)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that senior leaders are viewed as corporate assets are independent	Male	22	40	142	2.7	2	0.259
		Female	17	15	76			Fail to Reject null
2	Gender & response towards the perception that developmental assignments are used to address specific leader development needs are independent	Male	11	58	135	25.4	2	0.000
		Female	27	26	55			Null Rejected
3	Gender & response towards the perception that organization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	Male	37	47	120	13.4	2	0.000
		Female	5	38	65			Null Rejected
4	Gender & response towards the perception that CEO and board of directors are actively involved with leadership development activities are independent	Male	27	42	135	1.1	2	0.555
		Female	10	25	73			Fail to Reject null
Main Null Hypothesis: Gender & response towards the satisfaction of Leadership and High Potential Development practices are independent					Total Chi Square & Dof	42.60	8	0.000
								Null Rejected

It is evident from the table that except variable 1 and 4, the other two LHPD variables are significantly associated with gender. Since the total chi square value of 42.6 with 8 dof is also more than its critical value of 15.5, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Leadership and High Potential Development practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Leadership and High Potential Development practices followed by the organization is different.

Table 5.13: Gender & Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	Male	12	50	142	17.9	2	0.000
		Female	22	31	55			Null Rejected
2	Gender & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	Male	15	25	164	11.1	2	0.004
		Female	0	22	86			Null Rejected
3	Gender & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	Male	0	25	179	26.1	2	0.004
		Female	12	6	90			Null Rejected
4	Gender & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	Male	12	51	141	8.5	2	0.014
		Female	17	21	70			Null Rejected
5	Gender & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	Male	17	51	136	2.2	2	0.330
		Female	5	33	70			Fail to Reject null
Main Null Hypothesis: Gender & response towards the satisfaction of Retention Strategy practices are independent					Total Chi Square &Dof	65.80	10	0.000
								Null Rejected

It is evident from the table that except variable 5, null hypothesis is rejected for all the RS variables hence they are significantly associated with gender. Since the total chi square value of 65.8 with 10 dof is also more than its critical value of 18.3, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Retention Strategy practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Retention Strategy practices followed by the organization is different.

Table 5.14: Gender & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that employees receive adequate salary are independent	Male	40	55	109	2.8	2	0.242
		Female	15	25	68			Fail to Reject null
2	Gender & response towards the perception that employees get frequent salary review and increments are independent	Male	45	54	105	9.6	2	0.008
		Female	10	41	57			Null Rejected
3	Gender & response towards the perception that employees get sufficient perks are independent	Male	26	53	125	9.9	2	0.007
		Female	20	42	46			Null Rejected
4	Gender & response towards the perception that employees get competitive remuneration package are independent	Male	38	71	95	11.7	2	0.003
		Female	5	46	57			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of compensation and benefits practices are independent			Total Chi Square &Dof			34.00	8	0.000
								Null Rejected

It is evident from the table that all except variable 1; all the CAB variables are significantly associated with gender. Since the total chi square value of 34 with 8dof is also more than its critical value of 15.5, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.15: Gender & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	Male	27	46	131	0.433	2	0.805
		Female	17	25	66			Fail to reject null
2	Gender & response towards the perception that training programmes provided by the organization are adequate for employees development are independent	Male	15	38	151	25.8	2	0.000
		Female	10	48	50			Null Rejected
3	Gender & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	Male	7	31	166	16.1	2	0.000
		Female	17	10	81			Null Rejected
4	Gender & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	Male	15	27	162	8.35	2	0.015
		Female	0	16	92			Null Rejected
5	Gender & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	Male	5	52	147	22.1	2	0.000
		Female	17	15	76			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent			Total Chi Square & Dof			72.78	10	0.000
								Null Rejected

It is evident from the table that except variable 1, all the GLO variables are significantly associated with Gender. Since the total chi square value of 72.8 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Growth and Learning Opportunity providing** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Growth and Learning Opportunity providing** practices followed by the organization is **different**.

Table 5.16: Gender & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Do f	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	Male	35	39	130	8.79	2	0.012
		Female	27	31	50			Null Rejected
2	Gender & response towards the perception that policies and rules are uniformly applied to all are independent	Male	35	32	137	3.28	2	0.193
		Female	17	26	65			Fail to reject null
3	Gender & response towards the perception that employees find myself comfortable with the organization culture are independent	Male	10	45	149	6.34	2	0.042
		Female	12	15	81			Null Rejected
4	Gender & response towards the perception that organization is much concerned about my quality of work life are independent	Male	25	42	137	0.53	2	0.767
		Female	12	26	70			Fail to reject null
5	Gender & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	Male	10	20	174	4.4	2	0.044
		Female	12	5	91			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Organizational Culture and Policies practiced by the organization are independent					Total Chi Square & Dof	23.34	10	0.015
								Null Rejected

It is evident from the table that except variable 2 and 4, the other three OCP variables are significantly associated with gender. Since the total chi square value of 23.3 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.17: Gender & Relationship with Employees (REL)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Do f	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that senior managers are much concerned about their employees are independent	Male	37	20	147	4.82	2	0.090
		Female	17	20	71			Fail to reject null
2	Gender & response towards the perception that senior managers treat all employees as equal are independent	Male	37	35	132	0.44	2	0.802
		Female	17	21	70			Fail to reject null
3	Gender & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	Male	7	50	147	17.11	2	0.000
		Female	17	16	75			Null Rejected
4	Gender & response towards the perception that employee work is often being recognized and praised by their superiors are independent	Male	15	37	152	1.91	2	0.383
		Female	12	15	81			Fail to reject null
5	Gender & response towards the perception that management takes regular feedback from the employees are independent	Male	32	30	142	23.7	2	0.000
		Female	33	0	75			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Relationship Building practices are independent					Total Chi Square &Dof	47.98	10	0.000
								Null Rejected

It is evident from the table that only two of the REL variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 47.98 with 10 dof. Since this value is more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between gender and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.18: Gender & Overall Talent Management Practices

Gender & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	81.9	10	0.000	Null Rejected
2	Capability Development and Performance (CDP)	89.8	10	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	42.6	8	0.000	Null Rejected
4	Retention Strategy (RS)	62.5	10	0.000	Null Rejected
5	Compensation and Benefits (CB)	34	8	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	72.8	10	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	23.4	10	0.000	Null Rejected
8	Relationship with Employees (REL)	47.9	10	0.000	Null Rejected

It may be observed form the table that gender is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence, it is concluded that Gender is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of males and females regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.1.3 Experience of Employees and Talent Management Practices

Table 5.19: Experience & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	2 to 5 yrs	0	55	150	20.7	4	0.000
		6 to 10 yrs	5	21	46			Null Rejected
		> 10 yrs	0	15	20			
2	Experience & response towards the perception that recruitment methods used are efficient and suitable are independent	2 to 5 yrs	18	35	152	13.9	4	0.007
		6 to 10 yrs	15	10	47			Null Rejected
		> 10 yrs	5	0	30			
3	Experience & response towards the perception that organization has right talent for its present as well as future strategies are independent	2 to 5 yrs	11	42	152	17.8	4	0.001
		6 to 10 yrs	16	10	46			Null Rejected
		> 10 yrs	5	5	25			
4	Experience & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	2 to 5 yrs	17	51	137	5.59	4	0.235
		6 to 10 yrs	10	11	51			Fail to reject null
		> 10 yrs	5	10	20			
5	Experience & response towards the perception that organization consistently attracts high quality applicants are independent	2 to 5 yrs	25	25	155	11.9	4	0.019
		6 to 10 yrs	5	15	52			Null Rejected
		> 10 yrs	0	10	25			
Main Null Hypothesis: Experience & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square & Dof	69.89	20	0.000
								Null Rejected

It may be observed from the table that except 4, all the WPTA variables are significantly associated with experience. Since the total chi square value of 69.89 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the experience and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.20: Experience & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	2 to 5 yrs	34	26	145	24.76	4	0.000
		6 to 10 yrs	1	25	46			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	2 to 5 yrs	39	30	136	9.3	4	0.051
		6 to 10 yrs	10	11	51			Null Rejected
		> 10 yrs	10	10	15			
3	Experience & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	2 to 5 yrs	29	35	141	6.3	4	0.175
		6 to 10 yrs	10	11	51			Fail to reject null
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that Employees are encourage from superiors for creating new ideas and innovation in job are independent	2 to 5 yrs	49	25	131	3.4	4	0.487
		6 to 10 yrs	11	10	51			Fail to reject null
		> 10 yrs	5	5	25			
5	Experience & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	2 to 5 yrs	27	47	131	14.7	4	0.005
		6 to 10 yrs	5	10	57			Null Rejected
		> 10 yrs	5	0	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Capability Development and Performance practices are independent					Total Chi Square &Dof	58.46	20	0.000
								Null Rejected

It is evident from the table that except variabl3 3 and 4, all the CDP variables are significantly associated with experience. Since the total chi square value of 58.46with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.21: Experience & Leadership and High Potential Development (LHPD)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that senior leaders are viewed as corporate assets are independent	2 to 5 yrs	34	15	156	69.7	4	0.000
		6 to 10 yrs	5	35	32			Null Rejected
		> 10 yrs	0	5	30			
2	Experience & response towards the perception that developmental assignments are used to address specific leader development needs are independent	2 to 5 yrs	28	58	119	6.58	4	0.159
		6 to 10 yrs	10	16	46			Fail to reject null
		> 10 yrs	0	10	25			
3	Experience & response towards the perception that organization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	2 to 5 yrs	22	59	124	24.4	4	0.000
		6 to 10 yrs	20	11	41			Null Rejected
		> 10 yrs	0	15	20			
4	Experience & response towards the perception that CEO and board of directors are actively involved with leadership development activities are independent	2 to 5 yrs	27	47	131	21.1	4	0.000
		6 to 10 yrs	10	20	42			Null Rejected
		> 10 yrs	0	0	35			
Main Null Hypothesis: Experience & response towards the satisfaction of Leadership and High Potential Development practices are independent		Total Chi Square & Dof			121.78	16	0.000	
							Null Rejected	

It is apparent from the table that except variable 2 all the LHPD variables are significantly associated with experience. Since the total chi square value of 121.78 is quite large with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Leadership and High Potential Development practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Leadership and High Potential Development practices followed by the organization is **different**.

Table 5.22: Experience& Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	2 to 5 yrs	24	50	131	5.93	4	0.204
		6 to 10 yrs	10	21	41			Fail to reject null
		> 10 yrs	0	10	25			
2	Experience & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	2 to 5 yrs	5	42	158	30.8	4	0.000
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	0	35			
3	Experience & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	2 to 5 yrs	12	20	173	7.4	4	0.114
		6 to 10 yrs	0	6	66			Fail to reject null
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	2 to 5 yrs	24	41	140	7.4	4	0.104
		6 to 10 yrs	5	21	46			Fail to reject null
		> 10 yrs	0	10	25			
5	Experience & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	2 to 5 yrs	12	53	140	17.9	4	0.002
		6 to 10 yrs	10	26	36			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Retention Strategy practices are independent					Total Chi Square &Dof	69.43	20	0.000
								Null Rejected

It is evident from the table that only two of the RS variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 69.43 with 20 dof. Since this chi square value is greater than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Retention Strategy practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Retention Strategy practices followed by the organization is different.

Table 5.23: Experience & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that employees receive adequate salary are independent	2 to 5 yrs	15	60	130	53.4	4	0.000
		6 to 10 yrs	25	20	27			Null Rejected
		> 10 yrs	15	0	20			
2	Experience & response towards the perception that employees get frequent salary review and increments are independent	2 to 5 yrs	30	69	106	18.8	4	0.001
		6 to 10 yrs	10	21	41			Null Rejected
		> 10 yrs	15	5	15			
3	Experience & response towards the perception that employees get sufficient perks are independent	2 to 5 yrs	21	80	104	52.4	4	0.000
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	15	10	10			
4	Experience & response towards the perception that employees get competitive remuneration package are independent	2 to 5 yrs	18	76	111	16.8	4	0.002
		6 to 10 yrs	15	26	31			Null Rejected
		> 10 yrs	10	15	10			
Main Null Hypothesis: Experience & response towards the satisfaction of compensation and benefits practices are independent			Total Chi Square & Dof			141.40	16	0.000
								Null Rejected

It is evident from the table that all the CAB variables are significantly associated with experience. Since the total chi square value of 141.4 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.24: Experience & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	2 to 5 yrs	24	41	140	14.6	4	0.005
		6 to 10 yrs	15	25	32			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that training programs provided by the organization are adequate for employees development are independent	2 to 5 yrs	15	55	135	7.1	4	0.130
		6 to 10 yrs	10	21	41			Fail to reject null
		> 10 yrs	0	10	25			
3	Experience & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	2 to 5 yrs	19	31	155	10.8	4	0.028
		6 to 10 yrs	5	10	57			Null Rejected
		> 10 yrs	0	0	35			
4	Experience & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	2 to 5 yrs	5	27	173	10.5	4	0.032
		6 to 10 yrs	5	11	56			Null Rejected
		> 10 yrs	5	5	25			
5	Experience & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	2 to 5 yrs	17	37	151	13.6	4	0.009
		6 to 10 yrs	5	25	42			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent					Total Chi Square & Dof	56.60	20	0.000
								Null Rejected

It may be observed from the table that except 2, all the GLO variables are significantly associated with experience. Since the total chi square value of 56.6 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Growth and Learning Opportunity** providing practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Growth and Learning Opportunity** providing practices followed by the organization is **different**.

Table 5.25: Experience & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	2 to 5 yrs	42	39	124	12.8	4	0.012
		6 to 10 yrs	15	26	31			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that policies and rules are uniformly applied to all are independent	2 to 5 yrs	27	42	136	9.1	4	0.058
		6 to 10 yrs	20	11	41			Fail to Reject null
		> 10 yrs	5	5	25			
3	Experience & response towards the perception that employees find myself comfortable with the organization culture are independent	2 to 5 yrs	22	20	163	60.3	4	0.000
		6 to 10 yrs	0	35	37			Null Rejected
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that organization is much concerned about my quality of work life are independent	2 to 5 yrs	12	37	156	71.3	4	0.000
		6 to 10 yrs	25	26	21			Null Rejected
		> 10 yrs	0	5	30			
5	Experience & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	2 to 5 yrs	12	15	178	9.9	4	0.041
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Organizational Culture and Policies practiced are independent					Total Chi Square &Dof	163.40	20	0.000
								Null Rejected

It is obvious from the table that except variable 2, all the other OCP variables are significantly associated with experience. Since the total chi square value of 163.4 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.26: Experience & Relationship with Employees (RE)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that senior managers are much concerned about their employees are independent	2 to 5 yrs	29	25	151	5.9	4	0.207
		6 to 10 yrs	15	10	47			Fail to Reject null
		> 10 yrs	10	5	20			
2	Experience & response towards the perception that senior managers treat all employees as equal are independent	2 to 5 yrs	29	35	141	10.1	4	0.040
		6 to 10 yrs	20	11	41			Null Rejected
		> 10 yrs	5	10	20			
3	Experience & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	2 to 5 yrs	19	35	151	8.8	4	0.065
		6 to 10 yrs	5	21	46			Fail to Reject null
		> 10 yrs	0	10	25			
4	Experience & response towards the perception that employee work is often being recognized and praised by their superiors are independent	2 to 5 yrs	17	37	151	12.9	4	0.012
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	10	25			
5	Experience & response towards the perception that managers takes regular feedback from the employees are independent	2 to 5 yrs	39	15	151	8.8	4	0.065
		6 to 10 yrs	21	10	41			Fail to Reject null
		> 10 yrs	5	5	25			
Main Null Hypothesis: Experience & response towards the satisfaction of Relationship building practices are independent					Total Chi Square & Dof	46.50	20	0.000
								Null Rejected

It is evident from the table that only two of the REL variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 46.5 with 20 dof. Since this chi square value is more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between experience of employees and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.27: Experience of Employees & Overall Talent Management Practices

Experience & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	69.89	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	58.46	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	121.78	16	0.000	Null Rejected
4	Retention Strategy (RS)	69.43	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	141.4	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	56.6	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	163.4	20	0.000	Null Rejected
8	Relationship with Employees (REL)	46.5	20	0.000	Null Rejected

It may be observed form the table that experience is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence it is concluded that Experience is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various experience groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.2 To study the influence of age, gender, experience of employees and their various interactions on talent management practices and its dimensions separately.

The influence of age, gender and experience of employees along with their various interactions on talent management practices is studied through the application Multivariate Analysis of Variance (MANOVA). In this study eight talent management practices or dimensions were identified, hence there were eight dependent variables. In view of the fact that these eight dependent variables can be combined conceptually and logically therefore it makes sense to draw conclusions about the effects of demographic factors on talent management practices as whole. Since the effect and interaction of three demographic factors was to be studied MANOVA was applied with three independent demographic factors and all talent management practices as one dependent variable. To do the analysis firstly all the talent management dimensions were combined to form a single dependent variable of ‘Talent Management.’ Next the effect and interaction of demographic variables on this single dependent variable is examined through Three-way Anova. If the effect is found to be significant then the effect and interaction of the demographic variables on each talent management dimension is examined separately through a separate Three-way Anova. To make the analysis simple and coherent the defined levels of the demographic variables were re-coded as following:

Table 5.28: Demographic Factor Recoding Details

Factor	Levels	Level Name	Factor Name
Gender	2	Male	Male
		Female	Female
Age	3	Less than 30 yrs	Young age
		Between 31 to 40 yrs	Middle age
		More than 41 yrs	Mature age
Experience	3	2-5 years	Low experience
		6-10 years	Medium experience
		10 years and above	High experience

5.2.1 Effect and Interaction of Gender-Age-Experience on Talent Management Practices (TMP)

As discussed above, all the talent management dimensions were combined to form a single dependent variable. To combine all the dimensions the scores related to each dimension were added and these added scores were considered as the scores for one combined dependent variable of talent management practices. Next a Three-way Anova was applied to study the main effect of gender, age and experience of employees on talent management practices and then the interaction effect of gender-age-experience. As per the discussion following seven hypotheses related to Three-way Anova were formulated:

H₀₁: $\mu_{\text{males}} = \mu_{\text{females}}$; the population means of talent management is equal for all the levels of the **gender**.

H₀₂: $\mu_{\text{young_age}} = \mu_{\text{mature_age}} = \mu_{\text{upper_age}}$; the population means of talent management is equal for all the levels of the **age**.

H₀₃: $\mu_{\text{less_experience}} = \mu_{\text{medium_experience}} = \mu_{\text{high_experience}}$; the population means of talent management is equal for all the levels of the **experience**.

H₀₄: There is no interaction between gender and age.

H₀₅: There is no interaction between gender and experience.

H₀₆: There is no interaction between age and experience.

H₀₇: There is no interaction between gender, age and experience.

Actually these three null hypotheses answer the following three questions:

1. Whether the talent management practices followed by the organizations depend on gender?
2. Whether the talent management practices followed by the organizations depend on age?
3. Whether the talent management practices followed by the organizations depend on experience?

4. Whether the talent management practices followed by the organizations depend on gender differently for different categories of age and vice versa?
5. Whether the talent management practices followed by the organizations depend on gender differently for different categories of experience and vice versa?
6. Whether the talent management practices followed by the organizations depend on age differently for different categories of experience and vice versa?
7. Whether the **two-way interaction** between demographic variables is same across levels of a third demographic variable.

As per these questions the formulated hypotheses can be understood as:

H₀₁: The talent management practices followed by the organizations are same for males and females irrespective of age and experience of the managers.

H₀₂: The talent management practices followed by the organizations are same for all the three of age (lower, middle and mature age groups) irrespective of gender and experience of the managers.

H₀₃: The talent management practices followed by the organizations are same for all the three levels of the **experience** (low, medium and high experience groups) irrespective of gender and age of the managers.

H₀₄: There is no interaction between gender and age; the talent management practices followed for males and females is same for all the levels of age and vice versa.

H₀₅: There is no interaction between gender and experience; the talent management practices followed for males and females for all the levels of age and vice versa.

H₀₆: There is no interaction between age and experience; the talent management practices followed for three levels of age is same for all the levels of experience and vice versa.

H₀₇: There is no interaction between age, gender and experience; the **two-way interaction** between demographic variables is same across all levels of the third demographic variable

Accordingly the alternate hypotheses are:

H_{A1}: The talent management practices followed by the organizations **are not same for all the levels of gender; there is difference in** practices followed by **males and females**

H_{A2}: The talent management practices followed by the organizations are not same for all the three levels of the **age**; there is difference **in** practices followed for at least one pair of age group.

H_{A3}: The talent management practices followed by the organizations are not same for all the three levels of the **experience**; there is difference **in** practices followed for at least one pair of **experience** group.

H_{A4}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of age, and vice versa.

H_{A5}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of experience, and vice versa.

H_{A6}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by three age groups in various categories of age, and vice versa.

H_{A7}: There is an interaction between age, gender and experience as far as talent management practices followed by the organizations are concerned; the **two-way interaction** between demographic variables is different across levels of a third demographic variable.

5.2.1.1 Hypotheses Testing: Talent Management Practices

The main characteristic of Three-way Anova is that these seven hypotheses can be tested simultaneously. The Three-way Anovawas done through SPSS 22 and the results are as follows. Table 5.29presents the descriptive statistics showing the mean of talent management practices for each of the gender, age and experience.

Table 5.29: Descriptive statistics showing the mean of talent management practices for each of the gender, age and experience.

Dependent Variable: Talent Management Practices			
Gender	Age	Experience	Mean
Male	Young Age	Low Experience	156.92
		Medium Experience	150.00
	Middle Age	Low Experience	133.17
		Medium Experience	133.90
		High Experience	157.50
	Mature Age	Medium Experience	105.00
High Experience		145.00	
Female	Young Age	Low Experience	135.08
		Medium Experience	132.00
	Middle Age	Low Experience	144.17
		Medium Experience	140.83
		High Experience	142.00

Table 5.30: Three-way ANOVA table for the data on Talent Management Practices

Dependent Variable: Talent Management Practices						
Source variation	df	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender		2737.405	1	2737.405	5.069	.025
Age		8756.060	2	4378.030	8.107	.000
Experience		4734.322	2	2367.161	4.383	.013
Gender * Age		6038.902	1	6038.902	11.182	.001
Gender * Experience		5678.322	2	2839.161	8.554	.021
Age * Experience		675.873	2	337.937	.626	.536
Gender * Age * Experience		113.063	1	113.063	.209	.648
Error		162018.283	300	540.061		
Total		6595766.000	312			
Corrected Total		199079.218	311			

a. R Squared = .186 (Adjusted R Squared = .156)

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant at $p < .05$ for gender, age, experience, gender-age and gender-experience interaction and whereas it is not significant for

age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} , H_{04} , and H_{05} in favor of alternate hypotheses regarding the effect of gender, age, experience and for gender-age and gender-experience interaction. Where as we fail to reject the null hypotheses H_{06} and H_{07} regarding age-experience interaction and gender-age-experience. Hence it may be concluded that:

1. The talent management practices followed by the organizations depend on gender of employees. The population means of talent management practices is different for males and females.
2. The talent management practices followed by the organizations also depend on age of employees. The population means of talent management practices is significantly different for at least one pair among lower age, middle age and upper age groups of employees.
3. The talent management practices followed by the organizations also depend on experience of employees. The population means of talent management practices is significantly different for at least one pair among less experienced, medium experienced and high experiences professionals.
4. The talent management practices followed by the organizations depend on gender differently for different categories of age, and vice versa.
5. The talent management practices followed by the organizations depend on gender differently for different categories of experience, and vice versa.
6. The talent management practices followed by the organizations **do not** depend on age differently for different categories of experience, and vice versa.
7. The two-way **interaction** between demographic variables is **not different** across levels of a third demographic variable as far as talent management practices followed by the organizations are concerned.

5.2.1.2 Post Hoc Analysis

Once it is established that talent management practices followed by the organizations depend on gender, age, experience and it is also known that there is an interaction between gender and age, a post hoc analysis is done for comparison of different categories and their interaction with gender as follows:

5.2.1.3 Main Effects: Gender Analysis

The mean of talent management for males and females are shown in table below. The significance of difference of population mean is also shown in the table. It may be observed from the table that mean of males and females differs significantly with p value = .010 with mean of males greater than that of females.

Table 5.31: Comparison for Levels of Gender

Dependent Variable: Talent Management Practices						
Gender Levels	Gender Levels Mean	Mean Comparison				
		Gender (I)	Gender (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Males	145.88	Males	Females	7.77	2.98	.010
Females	138.10					

LSD method is applied, differences based on observed means. *. (I) is taken as larger mean. **. The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations are significantly different for males and females irrespective of age and experience of the professionals. The talent management of males is more effective than that of females in the organizations.

5.2.1.4 Main Effects: Age Analysis

The mean of talent management for lower age, middle age and upper age group are shown in table. The significance of difference of population mean is also shown in the table. It may be observed from the table that mean of young age differs significantly with that of middle age and mature age with p value = .005 and .045 respectively. However there is no significant difference between the mean of middle and mature age groups with $p > .05$.

Table 5.32: Multiple Comparisons for Levels of Age

Dependent Variable: Talent Management Practices						
Age Levels	Age Levels Mean	Mean Comparison				
		Age (I)	Age (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Young Age	147.33	Young Age	Middle Age	8.475	2.984	.005
Middle Age	138.85	Young Age	Mature age	10.327	3.364	.045
Mature age	137.00	Mature age	Middle Age	1.852	5.487	.736

LSD method is applied, differences based on observed means. *(I) is taken as larger value. **The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations for younger age group are significantly different from that of both middle and mature age group irrespective of gender and experience of the professionals. It may be concluded that talent management for younger age group is more effective than the talent management of both middle and mature age groups which are equally effective.

5.2.1.5 Main Effects: Experience Analysis

The mean of talent management for low, medium and higher experience age group are shown in table along with the significance of difference of population mean. It may be observed there is a significant difference between mean of low and medium experience groups well as there is a significant difference between mean of medium and high experience groups with p values of .007 and 0.16 respectively. The p value for low and high experience groups is .489 that is $> .05$ hence these means are not different.

Table 5.33: Multiple Comparisons for Levels of Experience

Dependent Variable: Talent Management Practices						
Experience Levels	Experience Levels Mean	Mean Comparison				
		Experience (I)	Experience (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Low Experience	144.9707	Low Experience	Medium Experience	9.27629*	3.42836	.007
Medium Experience	135.6944	Low Experience	High Experience	3.17213	4.57704	.489
High Experience	148.1429	High Experience	Medium Experience	12.44841*	5.15681	.016

LSD method is applied, differences based on observed means. *(I) is taken as larger value. **The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations for low and high experience significantly different from that of medium experience group irrespective of gender and age of the professionals. It may be concluded that the talent management of low and high experience groups is equally effective and better than those having medium level of experience.

5.2.1.6 Interaction Effects: Gender-Age & Gender-Experience Interaction

The main effects of gender, age and experience was found to be significant and are discussed above. Among the interaction effects, **gender-age** and **gender-experience** interaction was found to be significant (F value is significant at .001). This indicates that there is a joint effect of the gender and age of employees as well as joint effect of gender and experience on the talent management practices in an organization. It may be understood that there is an association between gender and age as well as between gender and experience of employees. Since there is an association between the two demographic variables it implies that the main effects of gender, age and experience are not pure, the Talent Management practices followed for males and females are different for all the levels of age (young, middle and mature age groups) and experience (low, medium and high experience groups). Vice versa, the Talent Management practices followed for young, middle and mature groups different for all the levels of gender (males and females), similarly, the Talent Management practices followed for low, medium and high experience groups are different for all the levels of

gender (males and females). To study the difference of Talent Management population mean, first of all ‘Critical Distance’ has to be calculated. It is the minimum distance between the means so that the means are significantly different. It is calculated through the following formula:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

CD – Critical Distance, N total sample size, N = 312, r number of rows, c number of columns, n = N/rc, $t_{0.05} (N-rc)$ – t value for (N-rc) degree of freedom, MSSE – mean sum of squares for error in the model. Putting the values for this particular model.

$$CD = t_{0.05} (312-2*3) \times \sqrt{(2 \times 540 / 52)} = t_{0.05} (306) \times \sqrt{(2 \times 540 / 52)} = 1.97 \times 4.55 = 8.97$$

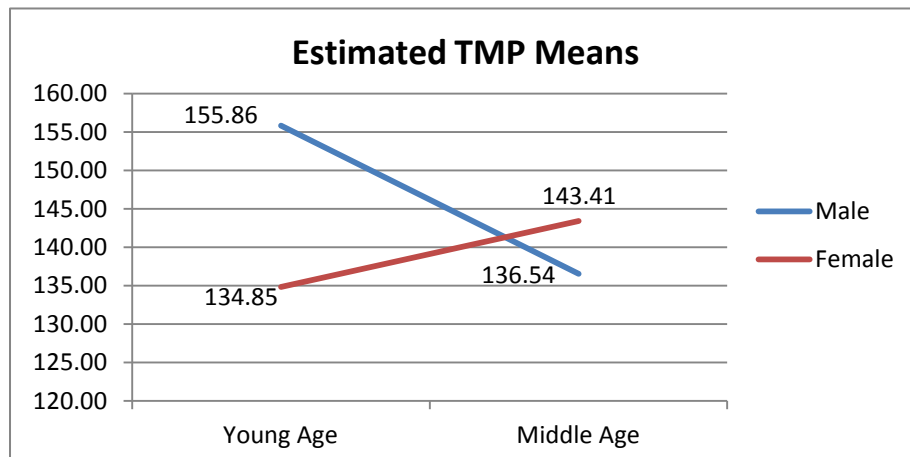
Hence the CD for gender age interaction is 8.97. First the difference in talent management practices mean for males and females across three levels of age is analyzed and next talent management practices mean for males and females across three levels of experience are analyzed, the results are shown below:

Table 5.34: Gender Comparison across Age Categories

Dependent Variable: Talent Management Practices				
Age		Mean	Mean Difference	CD
Young Age	Male	155.86	21.01	8.97
	Female	134.85		
Middle Age	Male	136.54	-6.87	
	Female	143.41		
Mature Age	Male	137.00	NA	
	Female	0.00		

It may be observed from the table that in younger age category, the difference between mean of males and females is 21.01 with males having greater mean, this difference is > the CD of 8.97. Hence it can be implied that the difference is significant. When the middle age category is analyzed it was observed the difference is -6.87 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no

observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.



Note: mean for mature age not plotted

Figure 5.1: Gender-Age Interaction for TMP

It is very obvious from the graph that the mean of males in younger age group is larger than females and the difference is also significant (difference > CD). However, when it comes to middle age group the mean of females is larger and the difference is not significant (difference < CD). This shows that the main effect of gender, where it was found that the TMP depend on gender and the mean of males was found to be greater than females was not purely true. This analysis shows that the conclusion drawn for main effect of gender is only true for the younger age group and these findings are not applicable for middle and mature age group.

Conclusion drawn: The talent management practices followed by the organizations are significantly different for males and females only in younger age group irrespective of experience of the professionals. In simple terms it may stated that the Talent Management of males of younger age is more effective than that of females of that group. Whereas the Talent Management for males and females in middle age group is equally effective, while no conclusions can be drawn for mature age group.

Next the gender experience interaction is studied and the results are shown below:

Table 5.35: Gender Comparison across Experience Categories

Gender Comparison across Experience Categories				
Dependent Variable: Talent Management Practices				
Experience		Mean	Mean Diff.	CD
Low Experience	Male	150.61	12.57	8.97
	Female	138.04		
Medium Experience	Male	135.49	-1.33	
	Female	136.82		
High Experience	Male	149.17	7.17	
	Female	142.00		

It may be observed from the table that in low experience category, the difference between mean of males and females is 12.57 with males having larger mean, this difference is $>$ the CD of 8.97. Hence it can be implied that the difference is significant. When the medium experience category was analyzed it was observed that the difference is -1.33 which means that the mean of females was greater than males and the difference was smaller than CD, hence it is not significant. In high experience group the difference between mean of males and females was 7.17 with males having larger mean, this difference however is $<$ CD of 8.97, hence the difference is not significant. This interaction can be better shown by the interaction graph.

It is very obvious from the graph that the mean of males in low experience group is larger than females and the difference is also significant (difference $>$ CD). However, when it comes to medium experience group the mean of females is a bit larger and the difference is not significant (difference $<$ CD). If the high experience category is analyzed, the mean of males again increases (larger than females) though the difference is 7.17 which are $<$ CD hence it is not significant. This shows that the main effect of experience, where it was found that the TMP depend on experience and the mean of males is found to be greater than females is not purely true. This analysis shows that the conclusion drawn for main effect of experience is only true for the low experience group where the difference is significant and these findings are not applicable for medium (though the mean for males is larger than that of females, the difference is not significant) and high experience group.

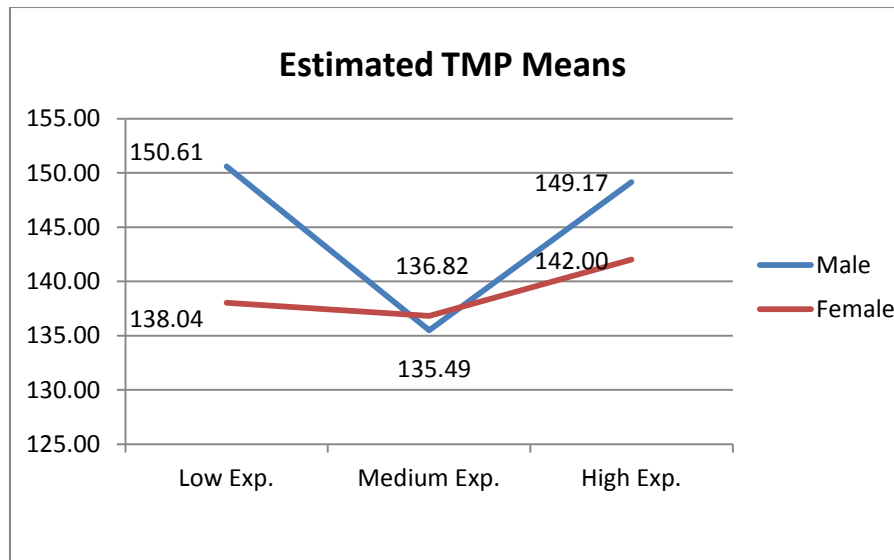


Figure 5.2: Gender-Experience Interaction for TMP

Conclusion drawn: The Talent Management practices followed by the organizations are significantly different for males and females only in low experience group. In simple terms it may be stated that the Talent Management of males of low experience is more effective than that of females of that group. Whereas the Talent Management of male and female in medium and high experience group are equally effective.

5.2.2 Effect and Interaction of Gender-Age-Experience on different Dimensions of Talent Management (TM)

As a consequence of the fact that there is significant effect of gender, age and experience, and the gender-age interaction on talent management practices, a separate analysis for each TM dimension was done. The following eight dimensions were identified in the study:

1. Workforce Planning and Talent Acquisition (WPTA)
2. Capability Development and Performance (CDP)
3. Leadership and High Potential Development (LHPD)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)

8. Relationship with Employees (RE)

Each of the TM dimension was considered as a dependent variable and effect and interaction of gender, age and experience on each dimension was studied through applying Three-way Anova. First the main effects of gender, age and experience on talent each dimension was studied and then the interaction effect of gender-age-experience was examined. As per the discussion following seven hypotheses related to Three-way Anovawere considered for each dimension of TM. The below formulated hypotheses are for the first dimension of WPTA that are shown here for illustration, the hypotheses for other seven dimensions were considered on the lines of these hypotheses. After the first dimension, the hypotheses for other dimensions are not shown due to redundancy and are directly tested through Three-way Anova.

H₀₁: $\mu_{\text{males}} = \mu_{\text{females}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **gender**.

H₀₂: $\mu_{\text{young_age}} = \mu_{\text{mature_age}} = \mu_{\text{upper_age}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **age**.

H₀₃: $\mu_{\text{less_experience}} = \mu_{\text{medium_experience}} = \mu_{\text{high_experience}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **experience**.

H₀₄: There is no interaction between gender and age.

H₀₅: There is no interaction between gender and experience.

H₀₆: There is no interaction between age and experience.

H₀₇: There is no interaction between gender, age and experience.

Actually these three null hypotheses answer the following three questions:

1. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender?
2. Whether the workforce planning and talent acquisition practice followed by the organizations depend on age?
3. Whether the workforce planning and talent acquisition practice followed by the organizations depend on experience?

4. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender differently for different categories of age and vice versa?
5. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender differently for different categories of experience and vice versa?
6. Whether the workforce planning and talent acquisition practice followed by the organizations depend on age differently for different categories of experience and vice versa?
7. Whether the **two-way interaction** between demographic variables is same across levels of a third demographic variable.

As per these questions the formulated hypotheses can be understood as:

H₀₁: The talent management practices followed by the organizations are same for males and females irrespective of age and experience of the managers.

H₀₂: The workforce planning and talent acquisition practice followed by the organizations are same for all the three of age (lower, middle and mature age groups) irrespective of gender and experience of the managers.

H₀₃: The workforce planning and talent acquisition practice followed by the organizations are same for all the three levels of the **experience** (low, medium and high experience groups) irrespective of gender and age of the managers.

H₀₄: There is no interaction between gender and age; the workforce planning and talent acquisition practice followed for males and females is same for all the levels of age and vice versa.

H₀₅: There is no interaction between gender and experience; the workforce planning and talent acquisition practice followed for males and females for all the levels of age and vice versa.

H₀₆: There is no interaction between age and experience; the workforce planning and talent acquisition practice followed for three levels of age is same for all the levels of experience and vice versa.

H₀₇: There is no interaction between age, gender and experience; the **two-way interaction** between demographic variables is same across all levels of the third demographic variable

Accordingly the alternate hypotheses are:

H_{A1}: The workforce planning and talent acquisition practice followed by the organizations **are not same for all the levels of gender; there is difference in** practices followed for **males and females**

H_{A2}: The workforce planning and talent acquisition practice followed by the organizations are not same for all the three levels of the **age**; there is difference **in** practices followed for at least one pair of age group.

H_{A3}: The workforce planning and talent acquisition practice followed by the organizations are not same for all the three levels of the **experience**; there is difference **in** practices followed for at least one pair of **experience** group.

H_{A4}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of age, and vice versa.

H_{A5}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of experience, and vice versa.

H_{A6}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by three age groups in various categories of age, and vice versa.

H_{A7}: There is an interaction between age, gender and experience as far as workforce planning and talent acquisition practice followed by the organizations are concerned; the **two-way interaction** between demographic variables is different across levels of a third demographic variable.

5.2.2.1 Hypotheses Testing: Workforce Planning and Talent Acquisition

The above proposed seven hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.36: Three-way ANOVA table for WPTAPractice

Dependent Variable: WPTA					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	161.875	1	161.875	15.146	.000
Age	116.228	2	58.114	5.438	.005
Experience	41.426	2	20.713	1.938	.146
Gender * Age	83.711	1	83.711	7.833	.005
Gender * Experience	88.638	2	44.319	4.147	.170
Age * Experience	36.280	2	18.140	1.697	.185
Gender * Age * Experience	38.370	1	38.370	2.462	.077
Error	3206.244	300	10.687		
Total	123095.000	312			
Corrected Total	4495.997	311			

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant for gender, age and gender-age interaction whereas it is not significant for experience, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{03} , H_{05} , H_{06} and H_{07} .

5.2.2.1.1 Post Hoc Analysis

Once it was established that workforce planning and talent acquisition practice followed by the organizations depend on gender and age and it is also known that there is an interaction between gender and age along with gender and experience interaction, a post hoc analysis was done for comparison of different categories for main effects and for interactions effects:

5.2.2.1.2 Main Effects: Gender and Age Analysis

The mean difference and significance of difference of population mean of WPTA for different categories of gender, age and experience is shown in the table.

Table 5.37: Comparison for Levels of Gender, Age and Experience

Dependent Variable: WPTA							
Factor Means			Mean Comparison				
			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	19.35	Males	Females	1.84	0.61	.003
	Females	17.5					
Age Levels	Young	19.53	Young	Middle	1.59	0.60	.008
	Middle	17.93	Young	Mature	0.91	0.93	
	Mature	18.63	Mature	Middle	0.69	0.91	

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females differs significantly with p value = .003 with mean of males greater than that of females. It may also be observed that the mean of young age differs significantly with that of middle age, p value = .008 with mean of younger group being larger. However there is no significant difference between the mean of young and mature, and between middle and mature age groups with both p values > .05.

Conclusions Drawn: The WPTA practice followed by the organizations is:

- More effective for males than that of females.
- More effective for younger age group than that of middle age group, and is equally effective for younger and mature as well as for middle and mature age group.

5.2.2.1.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the WPTA practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of WPTA population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here, $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$, $MSSE = 10.68$.

$$CD = 1.97 \times \sqrt{(2 \times 10.68 / 52)} = 1.97 \times 0.64 = 1.26$$

Hence for WPTA, the CD for gender-age is 1.26. The difference in WPTA mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.38: Gender Comparison across Age Categories

Dependent Variable: WPTA			
Age		Mean	Mean Diff.
Young	Male	22.06	3.49
	Female	18.57	
Middle	Male	17.98	-0.22
	Female	18.20	
Mature	Male	19.00	NA
	Female	0.00	

The interaction graph plots the mean WPTA values for males (blue line) and females (red line) across two age categories: Young Age and Middle Age. For the Young Age group, the male mean is 22.06 and the female mean is 18.57, with a difference of 3.49. For the Middle Age group, the male mean is 17.98 and the female mean is 18.20, with a difference of -0.22. The graph shows a clear downward trend for males from young to middle age, while females show a slight increase.

Note: Critical Distance is 1.26. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.49 with males having greater mean, this difference is $>$ the CD of 1.26. Hence it can be implied that the difference is significant. When the middle age category is analyzed it is observed that the

difference is -0.22 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there are no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The WPTA practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.2 Hypotheses Testing: Capability Development and Performance

The seven proposed hypotheses for CDP in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.39: Three-way ANOVA table for CDP Practice

Dependent Variable: CDP					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	38.738	1	38.738	2.011	.157
Age	65.912	2	32.956	1.711	.182
Experience	79.118	2	39.559	2.054	.130
Gender * Age	114.744	1	114.744	5.957	.015
Gender * Experience	7.329	2	3.664	0.190	.827
Age * Experience	0.799	2	0.399	.021	.979
Gender * Age * Experience	22.782	1	22.782	1.183	.278
Error	5779.051	300	19.264		
Total	116372.000	312			
Corrected Total	6534.449	311			

The above table shows the results regarding the null hypotheses formulated above. It may be observed that the F value is significant for only for gender-age interaction whereas it is not significant for gender, age, experience, gender-experience, age-

experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{01} , H_{02} , H_{03} , H_{05} , H_{06} and H_{07} . Since none of the main effects are significant no post hoc analysis is done, only gender-age interaction analysis is done.

5.2.2.2.1 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the CDP practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of CDP population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

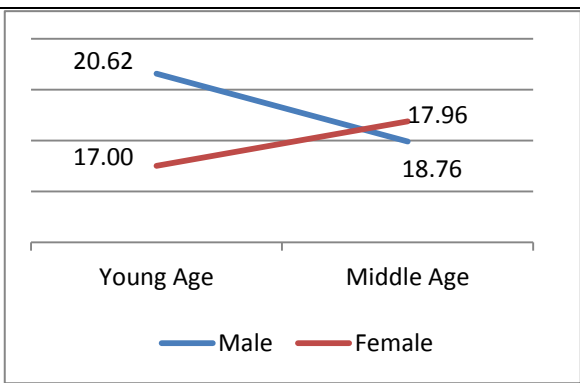
Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 19.26$.

$$CD = 1.97 \times \sqrt{(2 \times 19.26 / 52)} = 1.97 \times 0.64 = 1.69$$

Hence for CDP, the CD for gender-age is 1.69. The difference in CDP mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.40: Gender Comparison across Age Categories

Dependent Variable: CDP			
Age		Mean	Mean Diff.
Young	Male	20.6224	3.62
	Female	17.0000	
Middle	Male	17.9630	-0.79
	Female	18.7561	
Mature	Male	18.8000	NA
	Female	0.00	



Note: Critical Distance is 1.69. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.62 with males having greater mean, this difference is > the CD of 1.26. Hence it can be implied that the difference is significant. When the middle age category is analyzed it was observed the difference is -0.79 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph attached with the table.

Conclusion drawn: The CDP practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.3 Hypotheses Testing: Leadership and High Potential Development

The seven proposed hypotheses for LHPD in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anova was done through SPSS 22 and the results are as follows.

Table 5.41: Three-way ANOVA table for LHPD Practice

Dependent Variable: LHPD					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	87.378	1	87.378	9.431	.002
Age	248.938	2	124.469	13.434	.000
Experience	243.361	2	121.680	13.133	.000
Gender * Age	55.914	1	55.914	6.035	.015
Gender * Experience	141.861	2	70.931	7.656	.001
Age * Experience	4.113	2	2.057	.222	.801
Gender * Age * Experience	6.511	1	6.511	.703	.403
Error	2779.487	300	9.265		
Total	71334.000	312			
Corrected Total	3513.487	311			

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant for gender, age, experience, gender-age gender- experience interaction whereas it is not significant for age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{05} , H_{06} and H_{07} . Since all of the main effects are significant a post hoc analysis was done as following.

5.2.2.3.1 Post Hoc Analysis

It was established that LHDP practice followed by the organizations depend on gender, age, experience and it is also known that there is an interaction between gender and age along with gender and experience interaction, a post hoc analysis was done for comparison of different categories for main effects and for interactions effects:

5.2.2.3.2 Main Effects: Gender, Age and Experience Analysis

The mean difference and significance of difference of population mean of LHPD for different categories of gender, age and experience is shown in the table.

Table 5.42: Comparison for Levels of Gender, Age and Experience

Dependent Variable: LHPD							
Mean Comparison							
	Factor Means		Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	14.819	Males	Females	1.13	0.57	.047
	Females	13.692					
Age Levels	Young	15.11	Young	Middle	0.98	0.56	.082
	Middle	14.13	Young	Mature	1.61	0.87	.065
	Mature	13.50	Mature	Middle	-0.63	0.85	.460
Experience Levels	Low	14.27	Low	Medium	1.151	0.55	.360
	Medium	13.12	Low	High	-2.23	0.64	.001
	High	16.50	High	Medium	3.38	0.78	.000

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females differs significantly with p value = .047 with mean of males greater than that of females. No difference in age categories were observed, it may be concludes that the main effect of age is due to its interaction with other categories. It may also be observed that the mean of high experience differs significantly with that of medium experience as well as with low experience group, p value = .000 and .001, with mean of high experience group being larger in both cases. However there is no significant difference between the mean of low and medium experience group with p value > .05.

Conclusions Drawn: The LHPD practice followed by the organizations is:

- More effective for males than that of females.
- More effective for high experience than that of both medium and low experience group, and it is equally effective for medium and low experience group.

5.2.2.3.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the LHPD practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of LHPD population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 9.26$.

$$CD = 1.97 \times \sqrt{(2 \times 9.26 / 52)} = 1.97 \times 0.64 = 1.17$$

Hence for LHPD, the CD for gender-age is 1.17. The difference in LHPD mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.43: Gender Comparison across Age Categories

Dependent Variable: CDP			
Age		Mean	Mean Diff.
Young	Male	15.94	1.04
	Female	14.90	
Middle	Male	13.59	-0.16
	Female	13.76	
Mature	Male	15.00	NA
	Female	0.00	

Note: Critical Distance is 1.17. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 1.04 with males having greater mean, this difference is < the CD of 1.26. When the middle age category was analyzed, it was observed that the difference is -0.16 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The LHPD practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.3.4 Interaction Effects: Gender-Experience Interaction

The gender-experience interaction was found to be significant. It implies that the main effects of gender and age are not pure, the LHPD practice followed for males and females are not same for all the levels of experience (low, medium and high

experience groups) and vice versa. To study the difference of LHPD population mean, ‘Critical Distance’ is calculated as 1.17. Hence for LHPD, the CD for gender-experience is 1.17. The difference in LHPD mean for males and females across three levels of experience is analyzed and the results are shown below:

Table 5.44: Gender Comparison across Experience Categories

Dependent Variable: LHPD			
Experience		Mean	Mean Diff.
Low	Male	14.7965	0.09
	Female	14.7065	
Medium	Male	14.2787	2.55
	Female	11.7273	
High	Male	16.5000	0.50
	Female	16.0000	

Age Group	Male Mean	Female Mean
Young Age	14.71	14.80
Middle Age	14.28	11.73
Mature Age	16.50	16.00

Note: Critical Distance is 1.17. Interaction Graph also shown with the table

It may be observed from the table that in low experience category, the difference between mean of males and females is .09 with males having a bit greater mean, this difference is < the CD of 1.17. When the medium experience category was analyzed, it was observed that the difference is 2.55 with males having a greater mean and the difference is greater than CD, hence it is significant. In high experience group, the difference between mean of males and females is .50 with males having a bit greater mean, this difference is also < the CD of 1.17. This interaction can be better shown by the interaction graph.

Conclusion drawn: The LHPD practice followed by the organizations is:

- More effective for males than for females and this is true only for medium experience group, while it is equally effective for males and females in both low and high experience groups.

5.2.2.4 Hypotheses Testing: Retention Strategy (RS)

The seven proposed hypotheses for RS in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.45: Three-way ANOVA table for RS Practice

Dependent Variable: RS					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	10.041	1	10.041	0.980	.323
Age	164.756	2	82.378	8.037	.000
Experience	164.420	2	82.210	8.021	.000
Gender * Age	136.657	1	136.657	13.333	.000
Gender * Experience	7.704	2	3.852	0.376	.687
Age * Experience	35.911	2	17.896	3.459	.313
Gender * Age * Experience	0.082	1	0.082	.008	.929
Error	3074.794	300	10.249		
Total	120589.000	312			
Corrected Total	3854.304	311			

The results show that the observed that the F value is significant for age, experience, gender-age and age-experience interaction whereas it is not significant for gender, gender-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} , and H_{06} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{01} , H_{05} , and H_{07} . The post hoc analysis was done as following:

5.2.2.4.1 Post Hoc Analysis

It was established that RS practice followed by the organizations depend on age, experience and it is also known that there is an interaction between gender and age along with age and experience interaction, a post hoc analysis was done for

comparison of different categories for main effects and followed by interactions effects:

5.2.2.4.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of RS for different categories of gender, age and experience is shown in the table.

Table 5.46: Comparison for Levels of Gender, Age and Experience

Dependent Variable: RS							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.793	Males	Females	-0.49	0.60	.408
	Females	19.286					
Age Levels	Young	19.40	Young	Middle	-0.08	0.59	.891
	Middle	19.48	Young	Mature	2.65	0.91	.004
	Mature	16.75	Mature	Middle	-2.73	0.89	.002
Experience Levels	Low	19.11	Low	Medium	1.198	0.57	.038
	Medium	17.91	Low	High	-1.56	0.68	.022
	High	20.67	High	Medium	2.76	0.82	.001

It may be observed from the table that mean of males and females does not differ significantly with p value = .408. The results indicate that the mean of mature age differs significantly with that of young and middle age groups, with p value of .004 and .002 respectively, with mean of mature group being largest among the three groups. As far as experience is concerned, all the pair of means differ significantly with high experience group having largest mean followed by low and medium group.

Conclusions Drawn: The RS practice followed by the organizations is:

- Equally effective for males and females.
- More effective for mature age group than both young and middle age group, and it is equally effective for young and middle age group.

- Most effective for high experience followed by low and medium experience group.

5.2.2.4.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the RS practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of RS population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 10.24$.

$$CD = 1.97 \times \sqrt{(2 \times 10.24 / 52)} = 1.23$$

Hence for RS, the CD for gender-age is 1.23. The difference in RS mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.47: Gender Comparison across Age Categories

Dependent Variable: RS			
Age		Mean	Mean Diff.
Young	Male	21.04	2.95
	Female	18.09	
Middle	Male	18.33	-1.20
	Female	19.54	
Mature	Male	19.00	NA
	Female	0.00	

Age Category	Male Mean	Female Mean
Young Age	21.04	18.09
Middle Age	18.33	19.54

Note: Critical Distance is 1.23. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 2.95 with males having greater mean, this

difference is > the CD of 1.23 hence the difference is significant. When the middle age category was analyzed it was observed the difference is -1.20 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The RS practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.5 Hypotheses Testing: Compensation and Benefits (CAB)

The seven proposed hypotheses for CAB in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.48: Three-way ANOVA table for CAB Practice

Dependent Variable: CAB					
Source of variation	Sum of Squares (SS)	Df	Mean Square (MSS)	F	Sig.
Gender	91.741	1	91.741	11.750	.001
Age	116.756	2	58.378	7.477	.001
Experience	49.534	2	24.767	3.172	.043
Gender * Age	68.395	1	68.395	8.760	.003
Gender * Experience	216.026	2	108.013	13.835	.000
Age * Experience	101.000	2	50.500	6.468	.202
Gender * Age * Experience	29.529	1	29.529	3.782	.053
Error	2342.236	300	7.807		
Total	62307.000	312			
Corrected Total	2795.843	311			

The results show that the observed that the F value is significant for age, experience, gender, gender-experience and gender-age interactions whereas it is not significant for

age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} and H_{04} , and H_{05} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{06} and H_{07} . The post hoc analysis is done as following.

5.2.2.5.1 Post Hoc Analysis

It was established that CAB practice followed by the organizations depend on gender, age, experience and it is also known that gender-age and gender-experience are present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.5.2 Main Effects: Gender, Age and Experience Analysis

The mean difference and significance of difference of population mean of CAB for different categories of gender, age and experience is shown in the table.

Table 5.49: Comparison for Levels of Gender, Age and Experience

Dependent Variable: CAB							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	13.618	Males	Females	0.645	.520	.215
	Females	12.973					
Age Levels	Young	13.53	Young	Middle	-0.15	0.51	.772
	Middle	13.68	Young	Mature	1.53	0.79	.055
	Mature	12.00	Mature	Middle	-1.68	0.78	.032
Experience Levels	Low	14.11	Low	Medium	0.865	0.50	.086
	Medium	13.25	Low	High	1.61	0.59	.007
	High	12.50	High	Medium	-0.75	0.71	.295

It may be observed from the table that mean of males and females does not differ significantly with p value = .215. The results indicate that the mean of mature age differs significantly with that of middle age, with p value of .032 with mean of middle group being larger. As far as experience is concerned, there is a significant difference

between mean of low and high experience group with mean of low experience group being larger.

Conclusions Drawn: The CAB practice followed by the organizations is:

- More effective for middle age while it is equally effective for young and mature age groups.
- More effective for medium experience while it is equally effective for high and low experience groups.

5.2.2.5.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the CAB practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of CAB population mean, 'Critical Distance' is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 7.80$.

$$CD = 1.97 \times \sqrt{(2 \times 7.80 / 52)} = 1.07$$

Hence for CAB, the CD for gender-age is 1.07. The difference in CAB mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.50: Gender Comparison across Age Categories

Dependent Variable: RS			
Age		Mean	Mean Diff.
Young	Male	14.27	0.00
	Female	14.27	
Middle	Male	13.53	-0.47
	Female	14.00	
Mature	Male	11.40	NA
	Female	0.00	

Note: Critical Distance is 1.07. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, there is no difference between mean of males and females. When the middle age category was analyzed it was observed that the difference is -0.47 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The CAB practice followed by the organizations is:

- More effective for females than for males and this is true only for middle age group (though the difference is not significant), while it is equally effective for males and females in young and mature age group, no conclusions can be drawn for mature age group.

5.2.2.5.4 Interaction Effects: Gender-Experience Interaction

The gender-experience interaction was also found to be significant. It implies that the main effects of gender and experience are not pure, the CAB practice followed for males and females are not same for all the levels of experience (low, medium and high experience groups) and vice versa. To study the difference of CAB population mean, ‘Critical Distance’ was calculated as 1.07. Hence for CAB, the CD for gender-

experience is 1.07. The difference in CAB mean for males and females across three levels of experience is analyzed and the results are shown below:

Table 5.51: Gender Comparison across Experience Categories

Dependent Variable: CAB			
Experience		Mean	Mean Diff.
Low	Male	13.96	-0.56
	Female	14.52	
Medium	Male	13.38	0.29
	Female	13.09	
High	Male	12.83	2.83
	Female	10.00	

Note: Critical Distance is 1.07. Interaction Graph also shown with the table

It may be observed from the table that in low experience category, the difference between mean of males and females is -0.56 with females having a bit greater mean, this difference is $<$ the CD of 1.07, hence not significant. When the medium experience category was analyzed it was observed that the means of male and female are almost same. In high experience group, the difference between mean of males and females is 2.83 with males having a greater mean, this difference is also $>$ the CD of 1.07, hence the difference is significant. This interaction can be better shown by the attached interaction graph.

Conclusion drawn: The CAB practice followed by the organizations is:

- More effective for males than for females and this true only for medium experience group, while it is equally effective for males and females in both low and high experience groups.

5.2.2.6 Hypotheses Testing: Growth and Learning Opportunity (GLO)

The seven proposed hypotheses for GLO in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.52: Three-way ANOVA table for GLO Practice

Dependent Variable: GLO					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	12.888	1	12.888	1.189	.276
Age	217.825	2	108.912	10.051	.000
Experience	89.868	2	44.934	4.147	.017
Gender * Age	129.856	1	129.856	11.984	.001
Gender * Experience	62.166	2	31.083	2.868	.058
Age * Experience	78.493	2	39.246	3.622	.208
Gender * Age * Experience	0.107	1	0.107	.010	.921
Error	3250.825	300	10.836		
Total	122237.000	312			
Corrected Total	4183.279	311			

It may be observed from the above table that F value is significant for age, experience and gender-age interactions whereas it is not significant for gender, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{06} , H_{05} and H_{07} . The post hoc analysis is done as following.

5.2.2.6.1 Post Hoc Analysis

It was established that GLO practice followed by the organizations depend on age and experience and it is also known that gender-age interaction is present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.6.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of GLO for different categories of gender, age and experience is shown in the table.

Table 5.53: Comparison for Levels of Gender, Age and Experience

Dependent Variable: GLO							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.729	Males	Females	-0.793	.612	.196
	Females	19.523					
Age Levels	Young	19.52	Young	Middle	-0.29	0.61	.628
	Middle	19.81	Young	Mature	3.65	0.94	.000
	Mature	15.88	Mature	Middle	-3.94	0.92	.000
Experience Levels	Low	19.48	Low	Medium	1.368	0.59	.021
	Medium	18.11	Low	High	-0.60	0.70	.387
	High	20.08	High	Medium	1.97	0.84	.201

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females does not differ significantly with p value = .196. The results indicate that the mean of mature age differs significantly with that of young and mature and age, with both p values = .000, with mean of mature group being larger than both other groups. As far as experience is concerned, there is a significant difference between mean of low and medium experience group with mean of low group experience being larger.

Conclusions Drawn: The GLO practice followed by the organizations is:

- Most effective for middle age (better than both young and mature age group) while it is equally effective for young and middle age group.
- More effective for low experience group while it is equally effective for medium and high experience group.

5.2.2.6.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the GLO practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of GLO population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 10.83$.

$$CD = 1.97 \times \sqrt{(2 \times 10.83 / 52)} = 1.27$$

Hence for GLO, the CD for gender-age is 1.27. The difference in GLO mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.54: Gender Comparison across Age Categories

Dependent Variable: GLO			
Age		Mean	Mean Diff.
Young	Male	21.24	3.53
	Female	17.72	
Middle	Male	18.85	-1.10
	Female	19.95	
Mature	Male	18.20	NA
	Female	0.00	

Age Category	Male Mean	Female Mean
Young Age	21.24	17.72
Middle Age	18.85	19.95

Note: Critical Distance is 1.27. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.53 with males having greater mean, this difference is > the CD of 1.26, hence the difference is significant. When the middle

age category was analyzed it was observed that the difference is -1.10 which means that the mean of females is greater than that of males and though difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The GLO practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.7 Hypotheses Testing: Organizational Culture and Policies (OCP)

The seven proposed hypotheses for OCP in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.55: Three-way ANOVA table for OCP Practice

Dependent Variable: OCP					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	15.535	1	15.535	1.122	.290
Age	186.998	2	93.499	6.754	.001
Experience	219.190	2	109.595	7.916	.000
Gender * Age	149.557	1	149.557	10.803	.001
Gender * Experience	26.004	2	13.002	0.939	.392
Age * Experience	105.497	2	52.749	3.810	.213
Gender * Age * Experience	2.383	1	2.383	.172	.679
Error	4153.262	300	13.844		
Total	116196.000	312			
Corrected Total	5229.795	311			

The results show that F value is significant for age, experience and gender-age interactions whereas it is not significant for gender, gender-experience, age-

experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{06} , H_{05} and H_{07} . The post hoc analysis is done as following.

5.2.2.7.1 Post Hoc Analysis

It was established that OCP practice followed by the organizations depend on age and experience and it is also known that gender-age interaction is present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.7.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of OCP for different categories of gender, age and experience is shown in the table.

Table 5.56: Comparison for Levels of Gender, Age and Experience

Dependent Variable: OCP							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.189	Males	Females	-0.579	.692	.403
	Females	18.768					
Age Levels	Young	18.24	Young	Middle	-1.21	0.69	.079
	Middle	19.45	Young	Mature	2.49	1.06	.019
	Mature	15.75	Mature	Middle	-3.70	1.04	.000
Experience Levels	Low	19.20	Low	Medium	2.527	0.67	.000
	Medium	16.67	Low	High	-1.13	0.79	.151
	High	20.33	High	Medium	3.66	0.95	.000

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females does not differ significantly with p value = .403. The results indicate that the mean of mature age differs significantly with that of middle and as well as with the mean of mature age, with p values .019 and .000 respectively, with mean of mature group being larger than both other groups. As far as experience is concerned, there is a significant difference

between mean of low and medium experience group as well as between mean of medium and high experience group, with mean of high experience group being larger.

Conclusions Drawn: The OCP practice followed by the organizations is:

- Equally effective for males and females
- More effective for middle and mature agegroup than for young age group.
- More effective for high experience group than while it is equally effective for low and high experience group.

5.2.2.7.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the OCP practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of OCP population mean, 'Critical Distance' is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 13.84$.

$$CD = 1.97 \times \sqrt{(2 \times 13.84 / 52)} = 1.41$$

Hence for OCP, the CD for gender-age is 1.41. The difference in OCP mean for males and females across three levels of age are analyzed and the results are shown below:

Table 5.57: Gender Comparison across Age Categories

Dependent Variable: OCP			
Age		Mean	Mean Diff.
Young	Male	20.18	3.33
	Female	16.85	
Middle	Male	18.27	-2.02
	Female	20.29	
Mature	Male	18.60	NA
	Female	0.00	

Note: Critical Distance is 1.41. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in young age category, the difference between mean of males and females is 3.33 with males having greater mean, this difference is > the CD of 1.41, hence the difference is significant. When the middle age category was analyzed it was observed that the difference is -2.02 which means that the mean of females is greater than that of males and though difference is > CD, hence it is also significant. This may be considered as true interaction where mean of males and females are significantly different in opposite direction (male mean significantly higher in younger whereas female mean significantly higher in middle). In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The OCP practice followed by the organizations is:

- More effective for males in younger age group, while it is more effective for females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.8 Hypotheses Testing: Relationship with Employees (RE)

The seven proposed hypotheses for RE in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.58: Three-way ANOVA table for REPractice

Dependent Variable: RE					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	14.043	1	14.043	0.666	.415
Age	316.245	2	158.122	7.495	.001
Experience	110.561	2	55.280	2.620	.074
Gender * Age	46.058	1	46.058	2.183	.141
Gender * Experience	101.994	2	50.997	2.417	.091
Age * Experience	75.428	2	37.714	1.788	.169
Gender * Age * Experience	21.354	1	21.354	1.012	.315
Error	6329.532	300	21.098		
Total	116672.000	312			
Corrected Total	7359.179	311			

It may be observed from the table that F value is significant only for age whereas it is not significant for gender, experience, gender-age, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{03} , H_{04} , H_{05} , H_{06} and H_{07} . Since only the effect of age was significant the post hoc analysis was done as following.

5.2.2.8.1 Post Hoc Analysis

It was established that RE practice followed by the organizations depend only on age. A post hoc analysis was done for comparison of different categories of age.

5.2.2.8.2 Main Effects: Age Analysis

The mean difference and significance of difference of population mean of RE for different categories of gender, age and experience is shown in the table.

Table 5.59: Comparison for Levels of Age

Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	17.754	Males	Females	-0.965	.854	.260
	Females	18.718					
Age Levels	Young	19.19	Young	Middle	0.46	0.85	.585
	Middle	18.73	Young	Mature	4.81	1.31	.000
	Mature	14.38	Mature	Middle	-4.35	1.28	.001
Experience Levels	Low	18.86	Low	Medium	1.817	1.12	.068
	Medium	17.04	Low	High	-0.23	0.97	.815
	High	19.08	High	Medium	2.04	1.17	.082

It may be observed from the table that mean of males and females does not differ significantly with p value = .260. The results indicate that the mean of mature age differs significantly with that of middle and as well as with mature age, with p values .000 and .001 respectively, with mean of young group being in first case and mean of middle higher in second case. As far as experience is concerned, the means of all groups are equal.

Conclusions Drawn: The RE practice followed by the organizations is:

- More effective for middle age and mature age groups than young age group and it is equally effective for younger and middle age group.
- Equally effective for males and females
- Equally effective for all three experience levels (high, medium, low).

5.3 To study the correlation between talent management practices and financial performance of business organizations.

To study the correlation between talent management practices and financial performance of business organizations first an Exploratory Factor Analysis is conducted to measure and quantify different factors representing talent management practices and performance of the organization. Once the factor analysis is done and factors are quantified, the correlation between the factors is estimated and finally the impact of talent management practices on performance of the organization is assessed through employing regression technique. Hence the fourth objective of the study is accomplished in two main sections:

1. Measuring and quantifying factors: Exploratory Factor Analysis.
2. Assessing correlation and impact of talent management practices on performance of the organization: Correlation and Regression.

4.5.1 Measuring and quantifying factors: Exploratory Factor Analysis

An Exploratory Factor Analysis (henceforth EFA) is conducted to measure and quantify the different factors considered in the study. Likert scale was employed with each factor measured through a set of instruments or indicators. These instruments were rated on a five point rating scale ranging from 1 to 5 representing continuous categories of strongly disagree, disagree, neutral, agree and strongly agree respectively. Initially there were ten priori factors each measured through a set of 4 or 5 instruments with a total of 47 instruments in all.

5.3.1.1 EFA Preparation & Reliability Analysis

First of all the observed data were scanned and a descriptive analysis was run yielding the frequencies of all the instruments. This was done to check if any value other than '1 to 5' was fed mistakenly during data entry and if found it was rectified accordingly. After preparing the data the reliability analysis was done to assess the reliability of the scale. Cronbach's alpha was employed to determine the reliability of the scale both at individual unobserved factor level and for the full scale. The value of alpha lies between 0 to 1, a value from 0.7 – 0.8 is considered to be acceptable for the reliability

of the scale (Field, 2009). It was found that the value of alpha for the full scale was .876. The table below shows the value of alpha for separate constructs.

It is evident from the table that the value of Cronbach's alpha for respective construct lies in acceptable range of .704 to .915 except the construct of organizational performance having alpha value of .532. since this value was not in acceptable range, the column of 'scale if item deleted was referred' and it was found that if item number one of this construct is deleted the alpha would become .619. Though this value is less than .7 it may be also be accepted since for constructs other than cognitive and intelligence a value of less than .7 is also satisfactory (Kline, 1999). After deletion of this item the scale was considered reliable and subsequently EFA was conducted.

Table 5.60: Reliability Analysis

Table: Reliability Analysis		
Factors	No. of Items	Cronbach's Alpha
Workforce Planning and Talent Acquisition (WPTA)	5	0.857
Capability Development and Performance (CDP)	5	0.872
Leadership and High Potential Development (LHDP)	4	0.748
Retention Strategy (RS)	5	0.834
Compensation and Benefits (CB)	4	0.702
Growth and Learning Opportunity (GLO)	5	0.797
Organizational Culture and Policies (OCP)	5	0.864
Relationship with Employees (RE)	5	0.915
Performance (Non Financial)	5	0.732
Performance (Financial)	4	0.532
Full Scale	47	0.96

5.3.1.2 Sample Adequacy and Correlation Sufficiency

Out of total 47 instruments one instrument was deleted in reliability analysis. Post reliability analysis an EFA was performed on 46 instruments of the scale through SPSS 22. At first, the statistic related to KMO test for sample size adequacy (Keiser-Meyer-Olkin) and Bartlett's test of sphericity statistic were observed. The KMO test assesses the adequacy of the sample size for conducting EFA. The value of KMO

statistic varies from 0 to 1 and the observed value was found to be .803. As per the recommendation of Keiser (1974) presented in below table the KMO statistic for the given sample may be considered as great. Bartlett's Test of Sphericity determines the sufficiency of correlation between the observed variables to conduct EFA. The hypotheses related to the test are given in the table below. For sufficient correlation the test should be significant so that null hypothesis may be rejected. It was observed that the test was significant with p value < 0.000 with a large chi square value of 12817.28. It means that the null may be rejected in favor of alternate and it may be concluded that there exists sufficient correlation between the variables or instruments to perform EFA.

Table 5.61: KMO and Bartlett's Test

Table 7.2: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		Bartlett's Test of Sphericity
0.803		Approx. Chi-Square 12817.28
		Sig. (df) .000 (703)
KMO Stats: Keiser (1974) Recommendation		Bartlett's Hypothesis
> 0.5	Merely acceptable	H₀ : 'there is no correlation between the variables in the population.'
.5 to .7	Mediocre	
.7 to .8	Good	H_A : 'there is a significant correlation between the variables in the population.'
.8 to .9	Great	
> .9	Superb	

5.3.1.3 Initial Solution and Factor Extraction

After establishing the sample size adequacy and correlation sufficiency an initial round of EFA was run without any rotation and with a cut-off Eigenvalue at 1. This initial analysis is generally conducted for basically two reasons, firstly to assess the sample size adequacy through KMO statistics and correlation sufficiency with Bartlett's test and secondly to find out the variability in the variables that is explained by the basic factor model. KMO statistics and Bartlett's test are already analyzed in

the above section. It was found that the initial inputs in EFA model yielded a six factor solution that explained 71.8% of the variability in the observed variables as shown in the table below. Though the variance explained by the factor model was sufficient and the acceptable, the distribution of the variance among factors was not acceptable. Also, the extracted number of factor was not accepted initially since there were ten priori factors in the model. When orthogonal rotation is employed in factor analysis, it is by default (due to principal component method used) that maximum variance is extracted by the first component and due to accumulation large amount of variance onto a single factor this solution is not accepted. To distribute the variance more meaningfully among other factors and to obtain a more comprehensive factor solution further analysis was run with oblique rotation. This rotation method is used when the correlation between the factors is allowed, since all the factors in the study are part of talent management practices they may be conceived to correlate among themselves. Therefore oblique rotation was employed instead of orthogonal where none of the factors can correlate among themselves.

The validity of employing oblique rotation was assessed by conducting an EFA analysis with orthogonal rotation (employing varimax rotation) and obtaining a solution with six extracted factors and redistribution of the total explained variance among the factors. The outcome of the varimax rotation is valid only if transformation matrix is symmetric (all off-diagonal elements are same) in nature. The component transformation matrix obtained in this analysis was an asymmetric matrix, thus demonstrating that the employing orthogonal rotation is not suitable for observed set of data hence oblique rotation was employed.

Table 5.62: Initial Variance Explained

Table 7.1: Initial Variance Explained							
Component No.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	12.012	42.899	42.899	12.012	42.899	42.899	8.367
2	2.431	8.683	51.583	2.431	8.683	51.583	2.217
3	1.672	5.973	57.555	1.672	5.973	57.555	6.528
4	1.443	5.155	62.710	1.443	5.155	62.710	5.393
5	1.336	4.771	67.481	1.336	4.771	67.481	6.267
6	1.209	4.320	71.800	1.209	4.320	71.800	3.183
7	0.964	3.443	75.244				
8	0.826	2.950	78.194				
1..	
46	.023	.527	99.317				
47	.021	.483	100.000				

Notes: 1. Extraction Method: Principal Component Analysis. 2. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Now the analysis was run employing Direct Oblimin method of oblique rotation (as recommended by Field, 2009) with Keiser’s (1960) criteria of Eigenvalue greater than or equal to 1, to extract the factors. This permutation of inputs also extracted six factors with same amount of variance explained though it was redistributed among the factors. Since there were ten priori factors and only six could be extracted another attempt was made to obtain a more suitable solution through study of Scree plot. A sharp point of inflexion was sought in the scree plot although it may be observed from the figure below that a sharp inflexion couldn’t be located, so this alternative was also not found to be effective to find appropriate number of factors.

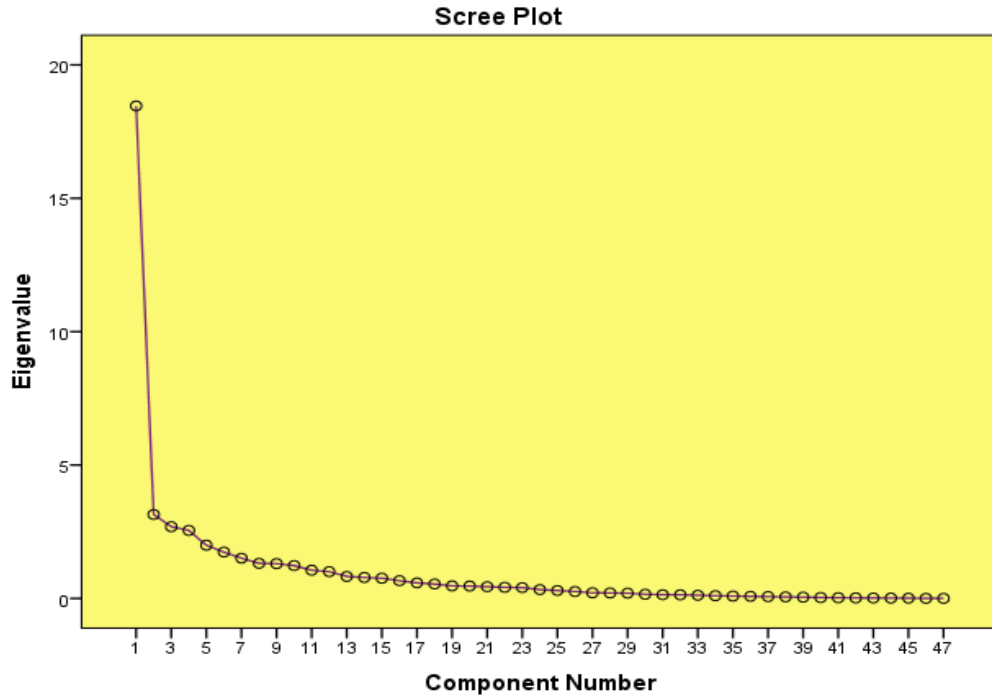


Figure 5.3: Scree Plot

This six factor solution was not very much acceptable hence the obtained component and pattern matrix were studied. These matrices show the loading the variables onto the factors. It was observed that a number of variables were loading onto other factors as per the present model or the loadings were not meaningful in term of size of loading. Since a substantial cross loading or a weak loading is not accepted for a proper EFA solution these variables had to be removed from the analysis. To obtain a proper solution and extract more factors these cross loaded or weakly loaded variables were removed and analysis was run repeatedly after excluding the variables one by one. After many iterations and a number of permutation and combination of variables exclusion in the analysis, an eight factor solution was obtained that explained 75.15% of the variance in 39 remaining variables. It means that a total of eight variables had to be removed from the analysis. This solution was finally accepted for the present analysis. According to present analysis, an 8 factor solution explaining 75.15% of the variance was the most satisfactory solution or the best fit for the observed data. Therefore the present study accepts this solution and any further assessment is done based on this EFA solution.

Table 5.63: Total Variance Explain

Total Variance Explained							
Component No.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	17.093	44.983	44.983	17.093	44.983	44.983	11.686
2	2.595	6.829	51.812	2.595	6.829	51.812	2.306
3	2.070	5.448	57.260	2.070	5.448	57.260	2.086
4	1.593	4.192	61.452	1.593	4.192	61.452	5.240
5	1.532	4.033	65.485	1.532	4.033	65.485	6.722
6	1.356	3.568	69.053	1.356	3.568	69.053	4.440
7	1.177	3.099	72.151	1.177	3.099	72.151	10.877
8	1.142	3.006	75.158	1.142	3.006	75.158	7.885
9	.981	2.581	77.739				
10	.880	2.315	80.054				
11	.859	2.261	82.315				
..	
46	.023	.727	99.317				
40	.021	.683	100.000				

Notes: 1. Extraction Method: Principal Component Analysis. 2. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

The next step in any EFA is to ascertain that which variables make what factors or to determine the structure of the factors extracted. Since in this study the final solution is obtained only after studying the Rotated Component Pattern Matrix, the structure of the factors is fixed along with obtaining the final solution. The Structure of the factors is shown in the below table.

Table 5.64: Factor Loadings – Rotated Component Pattern Matrix

Table V: Factor Loadings – Rotated Component Pattern Matrix								
Instruments or Variables	Components or Extracted Factors							
	1	2	3	4	5	6	7	8
	Organisational Performance (OP, F & NF)	Learning & Potential Development (LPD)	Workforce Planning and Talent Acquisition (WPTA)	Retention Strategy (RS)	Compensation and Benefits (CB)	Organizational Culture and Policies (OCP)	Capability Development and Performance (CDP)	Relationship with Employees (RE)
OP (F) 1	.883							
OP (NF) 2	.754							
OP (NF) 3	.748							
OP (NF) 4	.708							
OP (F) 2	.607							
OP (F) 5	.601							
OP (F) 4	.586							
OP (NF) 1	.569							
GLO 2		-0.841						
GLO 3		-.796						
LHDP 1		-.743						
LHDP 2		-.683						
LHDP 4		-.455						
GLO5		-.402						
GLO 1		-.376						
WPTA3			.951					
WPTA1			.718					
WPTA4			.685					
WPTA2			.597					
RS1				.896				
RS4				.813				
RS2				.795				
RS3				.660				
CB1					.792			
CB2					.721			
CB5					.660			
CB3					.613			
OCP4						.624		
OCP3						.593		
OCP1						.560		
OCP2						.461		
CDP5							.717	
CPD2							.667	
CDP4							.585	
CDP1							.426	
RE2								.755
RE4								.712
RE3								-.688
RE1								.470
Extraction	Method:		Principal		Component		Analysis.	
Rotation Method: Oblimin with Kaiser Normalization.								
a. Rotation converged in 24 iterations.								

The table contains eight extracted components or factors with the respective set of items it is made up of. The table also shows the factor loadings of the variables or instruments onto the respective factor it measures. In any measurement it is the basic requirement that only one variable loads on to a particular factor and in EFA a single variable may load on to more than one factor. In reality, factor loadings are the gauge of importance of a particular variable to measure a given factor. Since in EFA, a single variable may load onto to more than one factor, different amount of importance of a particular variable (factor loading) is assigned to different factors. However, only substantial loadings are considered important whereas the remaining smaller loadings are discarded or suppressed in the model. Now the question arises that what level of factor loadings are substantial to be considered and what levels are small to be discarded. To decide on this, Steven's (2002) recommendations, shown in the below table were followed and all factor loadings of less than 0.298 were suppressed in the model since the sample size in the study was 312. The eight components or the factors extracted are shown in the rows and the variable loading on to these factors are shown in columns.

The consequence of following Steven's (2002) recommendations shows a clear structure of eight factors as shown in the table above. Steven's (2002) detailed recommendations are shown in the table below.

Table 5.65: Steven (2002) Recommendation for Cut-off Factor Loading

Steven (2002) Recommendation for Cut-off Factor Loading						
Basic Tenet: as the size of sample increases the cut-off level of loading to be interpreted decreases						
Numerical Recommendation						
Sample Size	50	100	200	300	600	1000
Cut off Loading	0.722	0.512	0.364	0.298	0.21	0.162

Hence the present study accepts the above mentioned structure of the factors and the further assessment is done based on this analysis. Out of ten priori factors only eight factors could be converged in the final analysis. The factors 'Growth and Learning Opportunity (GLO)' and 'Leadership and High Potential Development (LHDP)' which were conceived as separate factors could not be extracted separately and converged into a single factor. Both these factors were measured through statements

that represented training and potential development as a whole. This may be the reason that these two factors converged together to represent a single construct and accordingly it was renamed as 'Learning & Potential Development (LPD)'. Similarly the organizational performance was priori conceived to be measured through two factors representing the 'Financial' and 'Non Financial' aspects. However, in the present analysis organizational performance converged into a single factor representing both financial and non financial aspects. This factor is carried forward as 'Organizational Performance.'

Once the factors are extracted and their structures are fixed, the next and the last step of EFA is to determine the factor scores for all the extracted factors. The extracted factors are the unobserved variables or better called as constructs measured through the observed variables or instruments. As the observed variables (instruments) have a value or score contributed by each respondent, similarly unobserved factors have a value contributed by each respondent called as factor score. Since these factors are the new variables, the factor scores are the new values for these variables. It is these scores that are used for any further analyses if any relation is to be found out or any comparisons are to be done among constructs. If the EFA is performed through SPSS, then the two important methods for determining the scores are Anderson-Rubin method and Regression method. The former method is employed when the constructs are orthogonal and are supposed to have no correlation among them. The latter method is used when the constructs are oblique that is they may have correlation among them. Because this study has factors that may correlate therefore the factor scores were determined through regression method.

To summarize the measurement and validation of the scale, an EFA was conducted in the above sections with 10 priori conceived factors measured through 47 items employing Principal Component Analysis (PCA) Method. The KMO statistic of .803 ('great' as per Field, 2009) confirmed the adequacy of sample size. The sufficiency of the correlation among items was established through significant Bartlett's test of sphericity with $\chi^2(703) = 12817.28, p < .000$, it implies that correlations among items were sufficiently large to conduct EFA through PCA. An initial analysis was conducted to get the eigenvalues related to the extracted factors to determine the proportion of the variance explained in through the factor model. Initially six factors

could be extracted when Kaiser's criteria of eigenvalue >1 was employed along with orthogonal rotation and 71.8% of the variance in the variables was explained through the model. These initial results were not acceptable as per the study since ten priori factors were considered in the original conceived model. The scree plot method was also not that useful to extract the desired factors. Next, Oblique rotation was employed to interpret the factors in a better way and to obtain a proper solution and extract more factors the loadings of the items onto the factors was analyzed. The cross loaded or weakly loaded variables were removed and analysis was run repeatedly after excluding the variables one by one. After many iterations and a number of permutation and combination of excluded variables, an eight factor solution was obtained that explained 75.15% of the variance through 39 remaining variables. To ascertain the structure of the factors, Steven's cut-off value of .298 was employed to interpret any meaningful loadings onto the factors in the analysis. While a cut-off .298 was used to retain a loading, no loading was less than 0.376 in the final accepted structure of factors. Most of the loadings were in range of 0.5 to 0.8. The structure of the 8 factors along with factor loading is shown in the table 7.4 above. Lastly, the factor scores were determined employing regression method. The final accepted solution consists of eight extracted factors measure through 39 items. The eight factor EFA model explains 75.15% of the variance in the variables. These eight measured constructs were carried forward to conduct the further analysis to obtain the next objective.

5.3.2 Assessing correlation and impact of talent management practices on performance of the organization: Correlation and Regression.

In the previous section, the following talent management practices and organization performance factors were measured and quantified through exploratory factor analysis:

1. Organizational Performance (OP)
2. Workforce Planning and Talent Acquisition (WPTA)
3. Learning and High Potential Development (LDP)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)
8. Relationship with Employees (RE)

First of all the correlation is estimated among these factors and next the impact of factors related to talent management practices on performance of the organization is assessed through multiple linear regression. The correlation table below shows the correlation among the factors. It was observed that the Organizational Performance is significantly correlated with all the other factors except one. This finding makes a lot of sense, since OP is dependent variable it is needed to be correlated with all the other independent variables. OP was not found to be correlated with Learning & Potential Development, which was factor that emerged after combination of the two priori factors. It may be interpreted that the learning of the employee and their own potential development is not correlated with the performance of the organization. The strongest correlation of OP was found with Capability Development and Performance, the second highest correlation was found to be with Compensation and Benefits which also makes a lot of sense. The correlation of Organizational Culture and Policies, Workforce Planning and Talent Acquisition and Retention Strategy with OP was found to be moderate though significant. However it was interesting to find that the correlation of OP and Relationship with Employees was negative.

Table 5.66: Correlation Table

Correlation Table									
Factors		Organisa- tionalPer for- mance (OP, F & NF)	Learning & Potential Develop- ment (LDP)	Workforc e Planning and Talent Acquisi- tion (WPTA)	Retentio n Strategy (RS)	Compen -sation and Benefits (CB)	Organiza- tional Culture and Policies (OCP)	Capability Develop- ment and Perform- ance (CDP)	Relationshi p with Employees (RE)
OP	R	1	.000	.134*	.249**	.318**	.274**	0.464**	-.337**
	P value		.997	.018	.000	.000	.000	.000	.000
LDP	R	.000	1	.089	.033	.076	.119*	-.081	-.120*
	P value	.997		.116	.562	.178	.036	.155	.034
WPT A	R	.134*	.089	1	.081	.000	-.006	-.049	-.043
	P value	.018	.116		.154	.998	.913	.385	.452
RS	R	.249**	.033	.081	1	.202**	-.134*	.330**	-.237**
	P value	.000	.562	.154		.000	.018	.000	.000
CB	R	.318**	.076	.000	.202**	1	-.196**	-.378**	-.271**
	P value	.000	.178	.998	.000		.001	.000	.000
OCP	R	-.274**	.119*	-.006	-.134*	-.196**	1	.228**	.192**
	P value	.000	.036	.913	.018	.001		.000	.001
CDP	R	.464**	-.081	-.049	-.330**	-.378**	.228**	1	.418**
	P value	.000	.155	.385	.000	.000	.000		.000
RE	R	-.337**	-.120*	-.043	-.237**	-.271**	.192**	.418**	1
	P value	.000	.034	.452	.000	.000	.001	.000	
*. Correlation is significant at the 0.05 level (2-tailed).									
**. Correlation is significant at the 0.01 level (2-tailed).									

It was found that except some pairs most of correlations among the talent management practices factors were significant. LDP was found to be significantly correlated only with OCP and RE. WPTA was not found to be correlated with any other talent management practices factor. RS was found to be significantly correlated with all the other factors except LDP and WPTA. Similarly, CB was found to be significantly correlated with all the other factors except LDP and WPTA. On the same track, CDP was also found to be significantly correlated with all the other factors except LDP and WPTA. OCP was found to be significantly correlated with all the

other factors except WPTA. Similarly, RE was found to be significantly correlated with all the other factors except WPTA. All in all it may be inferred that except LDP and WPTA, all other talent management practices factors were significantly correlated with each other. Based on significant relationship between OP and other talent management practices factors, regression was run to determine the impact of talent management practices factor on OP.

5.3.2.1 Multiple Linear Regression (MLR)

Multiple linear regression was employed to assess the impact of talent management practices on performance of the organization. The hypotheses related to the impact of talent management factors were formulated as:

H₁: There is a significant and positive impact of Learning and High Potential Development on Organizational Performance.

H₂: There is a significant and positive impact of Workforce Planning and Talent Acquisition on Organizational Performance.

H₃: There is a significant and positive impact of Retention Strategy on Organizational Performance.

H₄: There is a significant and positive impact of Compensation and Benefits on Organizational Performance.

H₅: There is a significant and positive impact of Growth and Learning Opportunity on Organizational Performance.

H₆: There is a significant and positive impact of Organizational Culture and Policies on Organizational Performance.

H₇: There is a significant and positive impact of Relationship with Employees on Organizational Performance.

Since organizational performance was the dependent variable and the talent management practices factors were the independent variables the following regression equation was formulated:

Organizational Performance = $b_0 + b_1$.Learningand High Potential Development + b_2 .Workforce Planning and Talent Acquisition + b_3 .Retention Strategy + b_4 .Compensation and Benefits + b_5 .Growth and Learning Opportunity + b_6 .Organizational Culture and Policies + b_7 .Relationship with Employees + ϵ .

Here b_0 is intercept or constant and $b_1, b_2, b_3, b_4, b_5, b_6$ and b_7 are the regression coefficients associated with each variable respectively, and ϵ is the error term associated with the regression model. All the seven independent variables were entered into the regression analyses using enter method in SPSS 22.

The obtained value of multiple correlation coefficients (R) was .647 leading to the R^2 of the model to .428. The R^2 of the model indicates that the seven independent variables or predictors explain 42.8% variability in the dependent variable of organizational performance. The adjusted R^2 is 40.6% which is not significantly different from R^2 . Adjusted R^2 means that if the model is estimated from population there would be small reduction of about 2.5% of variance explained in the dependent variable. The standard error of the estimate was 1.2. The obtained R^2 implies that the model explains more than 40% variance in the outcome variable which is quite considerable.

Table 5.67: MLR: Model Summary and Significance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.428	.403	1.20333
a. Predictors: (Constant), WPTA, LDP, RS, CB, GLO, OCP and REL				

Though the variance explained by the model is considerable, the F statistic from ANOVA is analyzed to check whether the amount of variance explained is significantly greater than the amount of unexplained variance in the model. The observed value of F stats is 18.287 with the associated p-value < .000. Since the F stats is significant, therefore the overall proposed model may be considered as a good fit of observed data, this imply significant impact of talent management practices on organizational performance.

Table 5.68: ANOVA Model summary

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	92.154	7	13.165	18.287	.000 ^b
	Residual	218.846	304	.720		
	Total	311.000	311			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), WPTA, LDP, RS, CB, GLO, OCP and REL						

5.3.2.2 MLR: Coefficients

Once the significance of the overall model was established, the coefficients of relationship between dependent variable (organizational performance) and independent variables (talent management practices or factors) were analyzed. These coefficients were represented by b_1 , b_2 , b_3 , b_4 , b_5 , b_6 and b_7 as mentioned above and correspond to the respective talent management practice or factor. These standardized coefficients, 't' values and corresponding significance are also shown in table below:

Table 5.69: Regression Coefficients

Regression Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.288E-17	.048		.000	1.000
LDP	-.046	.049	-.046	-.927	.355
WPTA	.111	.048	.111	2.289	.023
RS	.065	.052	.065	1.264	.207
CB	-.304	.058	.304	-5.284	.000
OCP	-.139	.051	.139	-2.743	.006
CDP	.130	.053	.130	2.459	.014
RE	-.133	.054	-.133	-2.448	.015
a. Dependent Variable: Organizational Performance					

It may be observed from the table that out of seven talent management factors only five have significant impact (p value is $< .05$ only for five factors) on the

performance of the organization. Hence it may be concluded that hypotheses H₂, H₄, H₅, H₆ and H₇ were supported whereas hypotheses H₁ and H₃ were not supported. It was found that Compensation and Benefits was having largest beta value of .305 significant at $p < .001$ level, this implies that the CB has the strongest impact on organizational performance among the observed talent management factors. It may be concluded that CB is the most important factor for performance of the organization among considered factors. Next factor in line was Organizational Culture and Policies having second largest beta of .139, with p value .006 indicating that OCP was the second most important factor affecting Organizational Performance. Capability Development and Performance, and Relationship with Employees were found to have approximately equal effect size with beta value .130 and .133 and associated p values of .014 and .015 respectively. Hence these two factors were the having third strongest effect on OP. The weakest though significant effect on OP among the observed factors was that of Workforce Planning and Talent Acquisition with beta value of .111 and associated p value .023.

The factors that were not having any significant impact on Organizational Performance are Learning and Potential Development, and Retention Strategy. As expected, LDP didn't have any impact on OP (since the correlation between OP and LDP was not found to be significant). However, it was interesting to know that RS also didn't have a significant impact on OP. It implies that Learning and Potential Development, and Retention Strategy are not significant predictors of Organizational Performance as per the findings of this study.

Table 5.70: Hypotheses Testing Results

Hypotheses Testing Results			
Talent Management Factor	Hypothesis	Predicted Effect On Organizational Performance	Result (Hypothesis Supported or Not)
LDP	H1	Significant & Positive	Not Supported
WPTA	H2	Significant & Positive	Supported
RS	H3	Significant & Positive	Not Supported
CB	H4	Significant & Positive	Supported
OCP	H5	Significant & Positive	Supported
CDP	H6	Significant & Positive	Supported
RE	H7	Significant & Positive	Supported

DATA ANALYSIS: INFERENCE ANALYSIS

The inferential analysis is done in this section of data analysis. Specifically, the data analysis is in line with specific objectives where patterns were investigated, interpreted and implications drawn on them. This chapter represents the empirical findings and results of the application of the variables using qualitative and quantitative research designs.

First of all, an exploratory factor analysis is done to measure the constructs of interest. Next ANOVA is applied to accomplish objective four of the study and finally regression technique is applied to accomplish objective five of the study.

- A. Measurement Part: Factor Analysis
- B. Exploratory Factor Analysis
- C. Regression

5.1 To study association between age, gender, experience of employees and their satisfaction of talent management practices.

Third objective of the study is to explore the association between three demographic variables i.e. age, gender and experience and their satisfaction of talent management practices followed by the organizations. Accordingly three hypotheses are formulated as:

H1: there is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

H2: there is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

H3: there is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

Since the objective is to find out the association between two categories of variables, it is accomplished by applying Chi Square Test of Association or Independence between each demographic variable (age, gender, experience of employees) and different categories of talent management practices. In the present study eight talent management practices are identified that are represented through eight factors:

1. Workforce Planning and Talent Acquisition (WPTA)
2. Capability Development and Performance (CDP)
3. Leadership and High Potential Development (LHDP)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)
8. Relationship with Employees (RE)

Each of the above factors was measured by at least four psychographic statements or variables. In total there were 37 variables measuring eight factors. As there are three hypotheses, three different analyses were run to determine the association between age, gender & experience and eight talent management practices factors. In each analysis association is examined between a demographic variable and eight different factors respectively. Since each factor is measured by 4 or 5 variables a separate Chi Square Test is applied for each variable representing its respective factor. The result of each chi square yields association of each variable separately. As it is needed to determine the association of each factor and in turn overall talent management practices, the additive property of chi square is applied. Once all the chi squares (through all the variables representing the respective factor) are obtained for a respective factor, these are added up along with the respective degrees of freedom to obtain the association of the each factor and the demographic variable in question. Conclusion regarding the overall association of demographic variable and satisfaction of talent management practices and is made on the basis of findings regarding the factors. This process is repeated for all the variables and factors in all the three analyses.

Prior to chi square test, some modifications were done in the variable categories to make the test more effective. Each variable was measured on five point Likert scale

with continuous categories ranging from strongly disagree, disagree to neutral, agree and strongly agree. Chi square is applied for variables having different categories and it is most effective for either two or three categories. Following these recommendations five categories were reduced to three through merging 'strongly disagree' and 'disagree' into a single category of 'disagree.' Similarly 'strongly agree' and 'agree' category were merged into a single category of 'agree.' The third category of 'neutral' was kept as it is. Now each variable was having three categories of 'disagree', 'neutral' and 'agree.' These categories are represented by acronyms 'D', 'N' and 'A' respectively in the tables.

In each analysis, a separate chi square test was run to find out association between each variable of a factor and the respective demographic variable. Once the test values are found for all the variables, they are added up to find out association between each factor of talent management practice and the respective demographic variable. Once the test values are found for all the factors conclusions are made regarding the association between overall satisfaction talent management practices and the respective demographic variable. The three analyses are presented in below sections though tables for each factor and the demographic variable. The results of all the variables related to particular factor are consolidated in a particular table; since there are eight factors, eight tables are formulated. The results from eight tables are further consolidated to display the overall association of association of satisfaction of talent management practices and the respective demographic variable.

5.1.1 Age and Talent Management Practices

Table 5.1: Age & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	< 30 yrs	0	30	135	34.8	4	0.000
		31-40 yrs	5	46	71			Null Rejected
		> 41 yrs	0	15	10			
2	Age & response towards the perception that recruitment methods used are efficient and suitable are independent	< 30 yrs	13	15	137	26.8	4	0.000
		31-40 yrs	20	30	72			Null Rejected
		> 41 yrs	5	0	20			
3	Age & response towards the perception that organization has right talent for its present as well as future strategies are independent	< 30 yrs	6	22	137	26.5	4	0.000
		31-40 yrs	21	30	71			Null Rejected
		> 41 yrs	5	5	15			
4	Age & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	< 30 yrs	17	36	112	3.5	4	0.474
		31-40 yrs	10	31	81			Fail to reject null
		> 41 yrs	5	5	15			
5	Age & response towards the perception that organization consistently attracts high quality applicants are independent	< 30 yrs	20	5	140	49.1	4	0.000
		31-40 yrs	10	40	72			Null Rejected
		> 41 yrs	0	5	20			
Main Null Hypothesis: Age & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square & Dof	140.70	20	0.000
								Null Rejected

It is evident from the table that except 4, all the WPTA variables are significantly associated with age. Since the total chi square value of 140.7 with 20 degree of freedom is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.2: Age & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	< 30 yrs	24	16	125	19.01	4	0.001
		31-40 yrs	11	35	76			Null Rejected
		> 41 yrs	5	5	15			
2	Age & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	< 30 yrs	29	20	116	20.14	4	0.000
		31-40 yrs	20	31	71			Null Rejected
		> 41 yrs	10	0	15			
3	Age & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	< 30 yrs	24	10	131	32.22	4	0.000
		31-40 yrs	15	36	71			Null Rejected
		> 41 yrs	0	5	20			
4	Age & response towards the perception that Employees are encouraged from superiors for creating new ideas and innovation in job are independent	< 30 yrs	34	15	116	19.25	4	0.001
		31-40 yrs	26	15	81			Null Rejected
		> 41 yrs	5	10	10			
5	Age & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	< 30 yrs	22	32	111	19.25	4	0.000
		31-40 yrs	5	25	92			Null Rejected
		> 41 yrs	10	0	15			
Main Null Hypothesis: Age & response towards the satisfaction of Capability Development and Performance practices are independent					Total Chi Square &Dof	109.87	20	0.000
								Null Rejected

It is evident from the table that all the CDP variables are significantly associated with age. Since the total chi square value of 109.87 with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.3: Age & Leadership and High Potential Development (LHDP)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that senior leaders are viewed as corporate assets are independent	< 30 yrs	24	15	126	23.09	4	0.001
		31-40 yrs	15	30	77			Null Rejected
		> 41 yrs	0	10	15			
2	Age & response towards the perception that developmental assignments are used to address specific leader development needs are independent	< 30 yrs	18	38	109	9.1	4	0.053
		31-40 yrs	20	36	66			Fail to reject null
		> 41 yrs	0	10	15			
3	Age & response towards the perception that rganization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	< 30 yrs	7	34	124	43.27	4	0.000
		31-40 yrs	30	41	51			Null Rejected
		> 41 yrs	5	10	10			
4	Age & response towards the perception that CEO and board of directors are actively involved with leadership development activitie are independent	< 30 yrs	17	27	121	14.69	4	0.001
		31-40 yrs	20	35	67			Null Rejected
		> 41 yrs	0	5	20			
Main Null Hypothesis: Age & response towards the satisfaction of Leadership and High Potential Development practices are independent					Total Chi Square &Dof	90.15	16	0.000
								Null Rejected

It is evident from the table that except variable 2 all the LHPD variables are significantly associated with age. Since the total chi square value of 90.15 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Leadership and High Potential Development** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Leadership and High Potential Development** practices followed by the organization is **different**.

Table 5.4: Age & Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	< 30 yrs	19	30	116	22.52	4	0.000
		31-40 yrs	15	36	71			Null Rejected
		> 41 yrs	0	15	10			
2	Age & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	< 30 yrs	5	32	128	19.97	4	0.000
		31-40 yrs	5	15	102			Null Rejected
		> 41 yrs	5	0	20			
3	Age & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	< 30 yrs	12	5	148	28.17	4	0.000
		31-40 yrs	0	21	101			Null Rejected
		> 41 yrs	0	5	20			
4	Age & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	< 30 yrs	14	36	115	23.39	4	0.000
		31-40 yrs	15	21	86			Null Rejected
		> 41 yrs	0	15	10			
5	Age & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	< 30 yrs	7	33	125	21.8	4	0.000
		31-40 yrs	10	46	66			Null Rejected
		> 41 yrs	5	5	15			
Main Null Hypothesis: Age & response towards the satisfaction of Retention Strategy practices are independent				Total Chi Square & Dof		115.85	20	0.000
								Null Rejected

It is evident from the table that null hypothesis is rejected for all the RS variables hence they are significantly associated with age. Since the total chi square value of 155.85 with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Retention Strategy** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Retention Strategy** practices followed by the organization is **different**.

Table 5.5: Age & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that employees receive adequate salary are independent	< 30 yrs	20	45	100	18.73	4	0.001
		31-40 yrs	25	35	62			Null Rejected
		> 41 yrs	10	0	15			
2	Age & response towards the perception that employees get frequent salary review and increments are independent	< 30 yrs	35	54	76	51.93	4	0.000
		31-40 yrs	5	41	76			Null Rejected
		> 41 yrs	15	0	10			
3	Age & response towards the perception that employees get sufficient perks are independent	< 30 yrs	16	65	84	36.3	4	0.000
		31-40 yrs	20	20	82			Null Rejected
		> 41 yrs	10	10	5			
4	Age & response towards the perception that employees get competitive remuneration package are independent	< 30 yrs	13	56	96	59.7	4	0.000
		31-40 yrs	15	51	56			Null Rejected
		> 41 yrs	15	10	0			
Main Null Hypothesis: Age & response towards the satisfaction of compensation and benefits practices are independent					Total Chi Square & Dof	166.66	16	0.000
								Null Rejected

It is evident from the table that all the CAB variables are significantly associated with age. Since the total chi square value of 166.6 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.6: Age & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	< 30 yrs	19	31	115	19.63	4	0.001
		31-40 yrs	15	35	72			Null Rejected
		> 41 yrs	10	5	10			
2	Age & response towards the perception that training programmes provided by the organization are adequate for employees development are independent	< 30 yrs	15	35	115	16.41	4	0.003
		31-40 yrs	5	46	71			Null Rejected
		> 41 yrs	5	5	15			
3	Age & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	< 30 yrs	14	21	130	3.08	4	0.543
		31-40 yrs	10	15	97			Fail to reject null
		> 41 yrs	0	5	20			
4	Age & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	< 30 yrs	5	7	153	55.42	4	0.000
		31-40 yrs	5	36	81			Null Rejected
		> 41 yrs	5	0	20			
5	Age & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	< 30 yrs	17	32	116	10.8	4	0.028
		31-40 yrs	5	25	92			Null Rejected
		> 41 yrs	0	10	15			
Main Null Hypothesis: Age & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent					Total Chi Square &Dof	105.34	20	0.000
								Null Rejected

It is evident from the table that except 3, all the GLO variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of **Growth and Learning Opportunity providing** practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of **Growth and Learning Opportunity providing** practices followed by the organization is **different**.

Table 5.7: Age & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	< 30 yrs	42	24	99	29.99	4	0.000
		31-40 yrs	10	41	71			Null Rejected
		> 41 yrs	10	5	10			
2	Age & response towards the perception that policies and rules are uniformly applied to all are independent	< 30 yrs	27	27	111	18.7	4	0.003
		31-40 yrs	15	31	76			Null Rejected
		> 41 yrs	10	0	15			
3	Age & response towards the perception that employees find myself comfortable with the organization culture are independent	< 30 yrs	22	20	123	32.6	4	0.000
		31-40 yrs	0	30	92			Null Rejected
		> 41 yrs	0	10	15			
4	Age & response towards the perception that organization is much concerned about my quality of work life are independent	< 30 yrs	17	22	126	20.4	4	0.000
		31-40 yrs	15	41	66			Null Rejected
		> 41 yrs	5	5	15			
5	Age & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	< 30 yrs	12	10	143	14.7	4	0.003
		31-40 yrs	5	10	107			Null Rejected
		> 41 yrs	5	5	15			
Main Null Hypothesis: Age & response towards the satisfaction of Organizational Culture and Policies practiced by the organization are independent					Total Chi Square &Dof	116.39	20	0.000
								Null Rejected

It is evident from the table that all the OCP variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.8: Age & Relationship with Employees (REL)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Age & response towards the perception that senior managers are much concerned about their employees are independent	< 30 yrs	19	20	126	38.37	4	0.000
		31-40 yrs	20	20	82			Null Rejected
		> 41 yrs	15	0	10			
2	Age & response towards the perception that senior managers treat all employees as equal are independent	< 30 yrs	19	30	116	18.67	4	0.001
		31-40 yrs	30	16	76			Null Rejected
		> 41 yrs	5	10	10			
3	Age & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	< 30 yrs	14	25	126	19.2	4	0.000
		31-40 yrs	5	31	86			Null Rejected
		> 41 yrs	5	10	10			
4	Age & response towards the perception that employee work is often being recognized and praised by their superiors are independent	< 30 yrs	17	22	126	20.9	4	0.000
		31-40 yrs	5	20	97			Null Rejected
		> 41 yrs	5	10	10			
5	Age & response towards the perception that management takes regular feedback from the employees are independent	< 30 yrs	34	0	131	45.4	4	0.003
		31-40 yrs	21	25	76			Null Rejected
		> 41 yrs	10	5	10			
Main Null Hypothesis: Age & response towards the satisfaction of Relationship building practices are independent				Total Chi Square &Dof		142.54	20	0.000
								Null Rejected

It is evident from the table that all the OCP variables are significantly associated with age. Since the total chi square value of 140.7 with 20dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the age and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of various age groups regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between age and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Age and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Age and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.9: Age & Overall Talent Management Practices

Age & Talent Management Factors		χ^2	Dof	P value	Result
1	Workforce Planning and Talent Acquisition (WPTA)	140.7	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	109.87	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	90.15	16	0.000	Null Rejected
4	Retention Strategy (RS)	115.85	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	166.66	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	105.34	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	116.39	20	0.000	Null Rejected
8	Relationship with Employees (REL)	142.54	20	0.000	Null Rejected

It may be observed from the table that age is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Therefore it is concluded that Age is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various age groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.1.2 Gender and Talent Management Practices

Table 5.10: Gender & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	Disagree	Neutral	Agree	χ^2	Do f	p value
		Gender	Frequency					Result
1	Gender & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	Male	5	38	161	33.1	2	0.000
		Female	0	53	55			Null Rejected
2	Gender & response towards the perception that recruitment methods used are efficient and suitable are independent	Male	21	30	153	1.95	2	0.376
		Female	17	15	76			Fail to reject null
3	Gender & response towards the perception that organization has right talent for its present as well as future strategies are independent	Male	26	25	153	16.25	2	0.000
		Female	6	32	70			Null Rejected
4	Gender & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	Male	15	41	148	10.16	2	0.006
		Female	17	31	60			Null Rejected
5	Gender & response towards the perception that organization consistently attracts high quality applicants are independent	Male	13	45	146	20.44	2	0.000
		Female	17	5	86			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square & Dof	81.90	10	0.000
								Null Rejected

It is evident from the table that except 2, all the WPTA variables are significantly associated with gender. Since the total chi square value of 81.9 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.11: Gender & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	Disagree	Neutral	Agree	χ^2	Dof	p value
		Gender	Frequency					Result
1	Gender & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	Male	7	41	156	46.5	2	0.000
		Female	33	15	60			Null Rejected
2	Gender & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	Male	32	30	142	6.1	2	0.052
		Female	27	21	60			Fail to Reject Null
3	Gender & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	Male	17	35	152	9.3	2	0.000
		Female	22	16	70			Null Rejected
4	Gender & response towards the perception that Employees are encourage from superiors for creating new ideas and innovation in job are independent	Male	37	40	127	24.1	2	0.001
		Female	28	0	80			Null Rejected
5	Gender & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	Male	20	42	142	3.8	2	14.700
		Female	17	15	76			Fail to Reject Null
Main Null Hypothesis: Gender & response towards the satisfaction of Capability Development and Performance practices are independent		Total Chi Square			89.80	10	0.000	
		&Dof					Null Rejected	

It is evident from the table that all except variable 2 and 5 the other CDP variables are significantly associated with gender. Since the total chi square value of 89.8 with 10 dof is more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.12: Gender & Leadership and High Potential Development (LHPD)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that senior leaders are viewed as corporate assets are independent	Male	22	40	142	2.7	2	0.259
		Female	17	15	76			Fail to Reject null
2	Gender & response towards the perception that developmental assignments are used to address specific leader development needs are independent	Male	11	58	135	25.4	2	0.000
		Female	27	26	55			Null Rejected
3	Gender & response towards the perception that organization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	Male	37	47	120	13.4	2	0.000
		Female	5	38	65			Null Rejected
4	Gender & response towards the perception that CEO and board of directors are actively involved with leadership development activities are independent	Male	27	42	135	1.1	2	0.555
		Female	10	25	73			Fail to Reject null
Main Null Hypothesis: Gender & response towards the satisfaction of Leadership and High Potential Development practices are independent					Total Chi Square & Dof	42.60	8	0.000
								Null Rejected

It is evident from the table that except variable 1 and 4, the other two LHPD variables are significantly associated with gender. Since the total chi square value of 42.6 with 8 dof is also more than its critical value of 15.5, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Leadership and High Potential Development practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Leadership and High Potential Development practices followed by the organization is different.

Table 5.13: Gender & Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	Male	12	50	142	17.9	2	0.000
		Female	22	31	55			Null Rejected
2	Gender & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	Male	15	25	164	11.1	2	0.004
		Female	0	22	86			Null Rejected
3	Gender & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	Male	0	25	179	26.1	2	0.004
		Female	12	6	90			Null Rejected
4	Gender & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	Male	12	51	141	8.5	2	0.014
		Female	17	21	70			Null Rejected
5	Gender & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	Male	17	51	136	2.2	2	0.330
		Female	5	33	70			Fail to Reject null
Main Null Hypothesis: Gender & response towards the satisfaction of Retention Strategy practices are independent					Total Chi Square &Dof	65.80	10	0.000
								Null Rejected

It is evident from the table that except variable 5, null hypothesis is rejected for all the RS variables hence they are significantly associated with gender. Since the total chi square value of 65.8 with 10 dof is also more than its critical value of 18.3, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Retention Strategy practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Retention Strategy practices followed by the organization is different.

Table 5.14: Gender & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that employees receive adequate salary are independent	Male	40	55	109	2.8	2	0.242
		Female	15	25	68			Fail to Reject null
2	Gender & response towards the perception that employees get frequent salary review and increments are independent	Male	45	54	105	9.6	2	0.008
		Female	10	41	57			Null Rejected
3	Gender & response towards the perception that employees get sufficient perks are independent	Male	26	53	125	9.9	2	0.007
		Female	20	42	46			Null Rejected
4	Gender & response towards the perception that employees get competitive remuneration package are independent	Male	38	71	95	11.7	2	0.003
		Female	5	46	57			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of compensation and benefits practices are independent			Total Chi Square &Dof			34.00	8	0.000
								Null Rejected

It is evident from the table that all except variable 1; all the CAB variables are significantly associated with gender. Since the total chi square value of 34 with 8dof is also more than its critical value of 15.5, hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.15: Gender & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	Male	27	46	131	0.433	2	0.805
		Female	17	25	66			Fail to reject null
2	Gender & response towards the perception that training programmes provided by the organization are adequate for employees development are independent	Male	15	38	151	25.8	2	0.000
		Female	10	48	50			Null Rejected
3	Gender & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	Male	7	31	166	16.1	2	0.000
		Female	17	10	81			Null Rejected
4	Gender & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	Male	15	27	162	8.35	2	0.015
		Female	0	16	92			Null Rejected
5	Gender & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	Male	5	52	147	22.1	2	0.000
		Female	17	15	76			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent			Total Chi Square & Dof			72.78	10	0.000
								Null Rejected

It is evident from the table that except variable 1, all the GLO variables are significantly associated with Gender. Since the total chi square value of 72.8 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of **Growth and Learning Opportunity providing** practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of **Growth and Learning Opportunity providing** practices followed by the organization is **different**.

Table 5.16: Gender & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Do f	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	Male	35	39	130	8.79	2	0.012
		Female	27	31	50			Null Rejected
2	Gender & response towards the perception that policies and rules are uniformly applied to all are independent	Male	35	32	137	3.28	2	0.193
		Female	17	26	65			Fail to reject null
3	Gender & response towards the perception that employees find myself comfortable with the organization culture are independent	Male	10	45	149	6.34	2	0.042
		Female	12	15	81			Null Rejected
4	Gender & response towards the perception that organization is much concerned about my quality of work life are independent	Male	25	42	137	0.53	2	0.767
		Female	12	26	70			Fail to reject null
5	Gender & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	Male	10	20	174	4.4	2	0.044
		Female	12	5	91			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Organizational Culture and Policies practiced by the organization are independent					Total Chi Square & Dof	23.34	10	0.015
								Null Rejected

It is evident from the table that except variable 2 and 4, the other three OCP variables are significantly associated with gender. Since the total chi square value of 23.3 with 10 dof is also more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.17: Gender & Relationship with Employees (REL)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Do f	p value
		Gender Groups	Frequency					Result
1	Gender & response towards the perception that senior managers are much concerned about their employees are independent	Male	37	20	147	4.82	2	0.090
		Female	17	20	71			Fail to reject null
2	Gender & response towards the perception that senior managers treat all employees as equal are independent	Male	37	35	132	0.44	2	0.802
		Female	17	21	70			Fail to reject null
3	Gender & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	Male	7	50	147	17.11	2	0.000
		Female	17	16	75			Null Rejected
4	Gender & response towards the perception that employee work is often being recognized and praised by their superiors are independent	Male	15	37	152	1.91	2	0.383
		Female	12	15	81			Fail to reject null
5	Gender & response towards the perception that management takes regular feedback from the employees are independent	Male	32	30	142	23.7	2	0.000
		Female	33	0	75			Null Rejected
Main Null Hypothesis: Gender & response towards the satisfaction of Relationship Building practices are independent					Total Chi Square &Dof	47.98	10	0.000
								Null Rejected

It is evident from the table that only two of the REL variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 47.98 with 10 dof. Since this value is more than its critical value of 18.3 hence the main null hypothesis is rejected and it may be concluded that there is an association between the gender and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of males and females regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between gender and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Gender and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.18: Gender & Overall Talent Management Practices

Gender & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	81.9	10	0.000	Null Rejected
2	Capability Development and Performance (CDP)	89.8	10	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	42.6	8	0.000	Null Rejected
4	Retention Strategy (RS)	62.5	10	0.000	Null Rejected
5	Compensation and Benefits (CB)	34	8	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	72.8	10	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	23.4	10	0.000	Null Rejected
8	Relationship with Employees (REL)	47.9	10	0.000	Null Rejected

It may be observed form the table that gender is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence, it is concluded that Gender is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of males and females regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.1.3 Experience of Employees and Talent Management Practices

Table 5.19: Experience & Workforce Planning and Talent Acquisition (WPTA)

Null Hypotheses for WPTA variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that organization attracts the right kind of personnel that helps it grow are independent	2 to 5 yrs	0	55	150	20.7	4	0.000
		6 to 10 yrs	5	21	46			Null Rejected
		> 10 yrs	0	15	20			
2	Experience & response towards the perception that recruitment methods used are efficient and suitable are independent	2 to 5 yrs	18	35	152	13.9	4	0.007
		6 to 10 yrs	15	10	47			Null Rejected
		> 10 yrs	5	0	30			
3	Experience & response towards the perception that organization has right talent for its present as well as future strategies are independent	2 to 5 yrs	11	42	152	17.8	4	0.001
		6 to 10 yrs	16	10	46			Null Rejected
		> 10 yrs	5	5	25			
4	Experience & response towards the perception that this organization uses competency-based recruitment practices to hire the right staff are independent	2 to 5 yrs	17	51	137	5.59	4	0.235
		6 to 10 yrs	10	11	51			Fail to reject null
		> 10 yrs	5	10	20			
5	Experience & response towards the perception that organization consistently attracts high quality applicants are independent	2 to 5 yrs	25	25	155	11.9	4	0.019
		6 to 10 yrs	5	15	52			Null Rejected
		> 10 yrs	0	10	25			
Main Null Hypothesis: Experience & response towards the satisfaction of Workforce Planning & Talent Acquisition practices are independent					Total Chi Square & Dof	69.89	20	0.000
								Null Rejected

It may be observed from the table that except 4, all the WPTA variables are significantly associated with experience. Since the total chi square value of 69.89 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the experience and response towards the satisfaction of **Workforce Planning and Talent Acquisition** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Workforce Planning and Talent Acquisition** practices followed by the organization is **different**.

Table 5.20: Experience & Capability Development and Performance (CDP)

Null Hypotheses for CDP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that managers consistently provide ongoing developmental feedback to support and encourage employee development are independent	2 to 5 yrs	34	26	145	24.76	4	0.000
		6 to 10 yrs	1	25	46			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that employees' salaries and bonuses are linked to performance or the development of competences are independent	2 to 5 yrs	39	30	136	9.3	4	0.051
		6 to 10 yrs	10	11	51			Null Rejected
		> 10 yrs	10	10	15			
3	Experience & response towards the perception that employee have a clear picture of skills they should build to support business growth are independent	2 to 5 yrs	29	35	141	6.3	4	0.175
		6 to 10 yrs	10	11	51			Fail to reject null
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that Employees are encourage from superiors for creating new ideas and innovation in job are independent	2 to 5 yrs	49	25	131	3.4	4	0.487
		6 to 10 yrs	11	10	51			Fail to reject null
		> 10 yrs	5	5	25			
5	Experience & response towards the perception that Organization provides its employees with opportunities for growth and development are independent	2 to 5 yrs	27	47	131	14.7	4	0.005
		6 to 10 yrs	5	10	57			Null Rejected
		> 10 yrs	5	0	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Capability Development and Performance practices are independent					Total Chi Square &Dof	58.46	20	0.000
								Null Rejected

It is evident from the table that except variabl3 3 and 4, all the CDP variables are significantly associated with experience. Since the total chi square value of 58.46with 20dof is also more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Capability Development and Performance** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Capability Development and Performance** practices followed by the organization is **different**.

Table 5.21: Experience & Leadership and High Potential Development (LHPD)

Null Hypotheses for LHPD variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that senior leaders are viewed as corporate assets are independent	2 to 5 yrs	34	15	156	69.7	4	0.000
		6 to 10 yrs	5	35	32			Null Rejected
		> 10 yrs	0	5	30			
2	Experience & response towards the perception that developmental assignments are used to address specific leader development needs are independent	2 to 5 yrs	28	58	119	6.58	4	0.159
		6 to 10 yrs	10	16	46			Fail to reject null
		> 10 yrs	0	10	25			
3	Experience & response towards the perception that organization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay are independent	2 to 5 yrs	22	59	124	24.4	4	0.000
		6 to 10 yrs	20	11	41			Null Rejected
		> 10 yrs	0	15	20			
4	Experience & response towards the perception that CEO and board of directors are actively involved with leadership development activities are independent	2 to 5 yrs	27	47	131	21.1	4	0.000
		6 to 10 yrs	10	20	42			Null Rejected
		> 10 yrs	0	0	35			
Main Null Hypothesis: Experience & response towards the satisfaction of Leadership and High Potential Development practices are independent		Total Chi Square & Dof			121.78	16	0.000	
							Null Rejected	

It is apparent from the table that except variable 2 all the LHPD variables are significantly associated with experience. Since the total chi square value of 121.78 is quite large with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Leadership and High Potential Development practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Leadership and High Potential Development practices followed by the organization is **different**.

Table 5.22: Experience& Retention Strategy (RS)

Null Hypotheses for RS variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that real time coordination and HR service delivery beyond physical constraints being provided are independent	2 to 5 yrs	24	50	131	5.93	4	0.204
		6 to 10 yrs	10	21	41			Fail to reject null
		> 10 yrs	0	10	25			
2	Experience & response towards the perception that organization provides a comfortable, safe work environment and has a good reputation in the community are independent	2 to 5 yrs	5	42	158	30.8	4	0.000
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	0	35			
3	Experience & response towards the perception that enriching work experience that affords enough opportunities for growth and learning are independent	2 to 5 yrs	12	20	173	7.4	4	0.114
		6 to 10 yrs	0	6	66			Fail to reject null
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that continuously augment workforce competency by imparting new skill sets and revitalizing existing ones are independent	2 to 5 yrs	24	41	140	7.4	4	0.104
		6 to 10 yrs	5	21	46			Fail to reject null
		> 10 yrs	0	10	25			
5	Experience & response towards the perception that robust and scalable HR process to engage, motivate and retain talent are independent	2 to 5 yrs	12	53	140	17.9	4	0.002
		6 to 10 yrs	10	26	36			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Retention Strategy practices are independent					Total Chi Square & Dof	69.43	20	0.000
								Null Rejected

It is evident from the table that only two of the RS variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 69.43 with 20 dof. Since this chi square value is greater than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Retention Strategy practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Retention Strategy practices followed by the organization is different.

Table 5.23: Experience & Compensation and Benefits (CB)

Null Hypotheses for CAB variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that employees receive adequate salary are independent	2 to 5 yrs	15	60	130	53.4	4	0.000
		6 to 10 yrs	25	20	27			Null Rejected
		> 10 yrs	15	0	20			
2	Experience & response towards the perception that employees get frequent salary review and increments are independent	2 to 5 yrs	30	69	106	18.8	4	0.001
		6 to 10 yrs	10	21	41			Null Rejected
		> 10 yrs	15	5	15			
3	Experience & response towards the perception that employees get sufficient perks are independent	2 to 5 yrs	21	80	104	52.4	4	0.000
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	15	10	10			
4	Experience & response towards the perception that employees get competitive remuneration package are independent	2 to 5 yrs	18	76	111	16.8	4	0.002
		6 to 10 yrs	15	26	31			Null Rejected
		> 10 yrs	10	15	10			
Main Null Hypothesis: Experience & response towards the satisfaction of compensation and benefits practices are independent					Total Chi Square & Dof	141.40	16	0.000
								Null Rejected

It is evident from the table that all the CAB variables are significantly associated with experience. Since the total chi square value of 141.4 with 16 dof is also more than its critical value of 26.29, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Compensation and Benefits** practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Compensation and Benefits** practices followed by the organization is **different**.

Table 5.24: Experience & Growth and Learning Opportunity (GLO)

Null Hypotheses for GLO variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that organization is much concerned about employees career development and offers support and resources for it are independent	2 to 5 yrs	24	41	140	14.6	4	0.005
		6 to 10 yrs	15	25	32			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that training programs provided by the organization are adequate for employees development are independent	2 to 5 yrs	15	55	135	7.1	4	0.130
		6 to 10 yrs	10	21	41			Fail to reject null
		> 10 yrs	0	10	25			
3	Experience & response towards the perception that apart from financial benefits, career growth, work culture and international opportunities are important for employees are independent	2 to 5 yrs	19	31	155	10.8	4	0.028
		6 to 10 yrs	5	10	57			Null Rejected
		> 10 yrs	0	0	35			
4	Experience & response towards the perception that employees think their job is challenging to fully utilize my capabilities are independent	2 to 5 yrs	5	27	173	10.5	4	0.032
		6 to 10 yrs	5	11	56			Null Rejected
		> 10 yrs	5	5	25			
5	Experience & response towards the perception that employees satisfied with this company as a place to work compared to other places are independent	2 to 5 yrs	17	37	151	13.6	4	0.009
		6 to 10 yrs	5	25	42			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Growth and Learning Opportunity providing practices are independent					Total Chi Square & Dof	56.60	20	0.000
								Null Rejected

It may be observed from the table that except 2, all the GLO variables are significantly associated with experience. Since the total chi square value of 56.6 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of **Growth and Learning Opportunity** providing practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of **Growth and Learning Opportunity** providing practices followed by the organization is **different**.

Table 5.25: Experience & Organizational Culture and Policies (OCP)

Null Hypotheses for OCP variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that HR policies are effective to keep employee motivated and keeps retained with the organization are independent	2 to 5 yrs	42	39	124	12.8	4	0.012
		6 to 10 yrs	15	26	31			Null Rejected
		> 10 yrs	5	5	25			
2	Experience & response towards the perception that policies and rules are uniformly applied to all are independent	2 to 5 yrs	27	42	136	9.1	4	0.058
		6 to 10 yrs	20	11	41			Fail to Reject null
		> 10 yrs	5	5	25			
3	Experience & response towards the perception that employees find myself comfortable with the organization culture are independent	2 to 5 yrs	22	20	163	60.3	4	0.000
		6 to 10 yrs	0	35	37			Null Rejected
		> 10 yrs	0	5	30			
4	Experience & response towards the perception that organization is much concerned about my quality of work life are independent	2 to 5 yrs	12	37	156	71.3	4	0.000
		6 to 10 yrs	25	26	21			Null Rejected
		> 10 yrs	0	5	30			
5	Experience & response towards the perception that employees believe that their job is purposeful for attaining the objectives of the organization are independent	2 to 5 yrs	12	15	178	9.9	4	0.041
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	5	30			
Main Null Hypothesis: Experience & response towards the satisfaction of Organizational Culture and Policies practiced are independent					Total Chi Square &Dof	163.40	20	0.000
								Null Rejected

It is obvious from the table that except variable 2, all the other OCP variables are significantly associated with experience. Since the total chi square value of 163.4 with 20 dof is also more than its critical value of 31.4 hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Organizational Culture and Policies practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Organizational Culture and Policies practiced by the organization is **different**.

Table 5.26: Experience & Relationship with Employees (RE)

Null Hypotheses for REL variables		Categories	D	N	A	χ^2	Dof	p value
		Age Groups	Frequency					Result
1	Experience & response towards the perception that senior managers are much concerned about their employees are independent	2 to 5 yrs	29	25	151	5.9	4	0.207
		6 to 10 yrs	15	10	47			Fail to Reject null
		> 10 yrs	10	5	20			
2	Experience & response towards the perception that senior managers treat all employees as equal are independent	2 to 5 yrs	29	35	141	10.1	4	0.040
		6 to 10 yrs	20	11	41			Null Rejected
		> 10 yrs	5	10	20			
3	Experience & response towards the perception that employees are getting required support from my superior and concerned authorities are independent	2 to 5 yrs	19	35	151	8.8	4	0.065
		6 to 10 yrs	5	21	46			Fail to Reject null
		> 10 yrs	0	10	25			
4	Experience & response towards the perception that employee work is often being recognized and praised by their superiors are independent	2 to 5 yrs	17	37	151	12.9	4	0.012
		6 to 10 yrs	10	5	57			Null Rejected
		> 10 yrs	0	10	25			
5	Experience & response towards the perception that managers takes regular feedback from the employees are independent	2 to 5 yrs	39	15	151	8.8	4	0.065
		6 to 10 yrs	21	10	41			Fail to Reject null
		> 10 yrs	5	5	25			
Main Null Hypothesis: Experience & response towards the satisfaction of Relationship building practices are independent					Total Chi Square & Dof	46.50	20	0.000
								Null Rejected

It is evident from the table that only two of the REL variables are significantly associated with gender. Although three variables are not associated, the total chi square value is 46.5 with 20 dof. Since this chi square value is more than its critical value of 31.4, hence the main null hypothesis is rejected and it may be concluded that there is an association between the Experience and response towards the satisfaction of Relationship Building practices. This may be simply inferred that the response pattern of various experience groups regarding the satisfaction of Relationship Building practices followed by the organization is **different**.

The above analysis yielded the association between experience of employees and the satisfaction of all eight talent management practices respectively. The overall main hypothesis related to age is formulated as:

H₀1: there is no association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations; **H_A1:** there is a significant association between Experience of employees and response towards satisfaction of Talent Management Practices followed by the organizations.

Table 5.27: Experience of Employees & Overall Talent Management Practices

Experience & Talent Management Factors		χ^2	Dof	p vale	Result
1	Workforce Planning and Talent Acquisition (WPTA)	69.89	20	0.000	Null Rejected
2	Capability Development and Performance (CDP)	58.46	20	0.000	Null Rejected
3	Leadership and High Potential Development (LHDP)	121.78	16	0.000	Null Rejected
4	Retention Strategy (RS)	69.43	20	0.000	Null Rejected
5	Compensation and Benefits (CB)	141.4	16	0.000	Null Rejected
6	Growth and Learning Opportunity (GLO)	56.6	20	0.000	Null Rejected
7	Organizational Culture and Policies (OCP)	163.4	20	0.000	Null Rejected
8	Relationship with Employees (REL)	46.5	20	0.000	Null Rejected

It may be observed form the table that experience is significantly associated with all the eight factors related Talent Management Practices followed by the organizations. On the basis of above analysis, it may be concluded that the overall main null hypothesis can be rejected in favor of alternate. Hence it is concluded that Experience is significantly associated with response towards Talent Management Practices followed by the organizations. In other word it may be inferred that the response pattern of various experience groups regarding the satisfaction of Talent Management Practices followed by the organizations is **different**.

5.2 To study the influence of age, gender, experience of employees and their various interactions on talent management practices and its dimensions separately.

The influence of age, gender and experience of employees along with their various interactions on talent management practices is studied through the application Multivariate Analysis of Variance (MANOVA). In this study eight talent management practices or dimensions were identified, hence there were eight dependent variables. In view of the fact that these eight dependent variables can be combined conceptually and logically therefore it makes sense to draw conclusions about the effects of demographic factors on talent management practices as whole. Since the effect and interaction of three demographic factors was to be studied MANOVA was applied with three independent demographic factors and all talent management practices as one dependent variable. To do the analysis firstly all the talent management dimensions were combined to form a single dependent variable of ‘Talent Management.’ Next the effect and interaction of demographic variables on this single dependent variable is examined through Three-way Anova. If the effect is found to be significant then the effect and interaction of the demographic variables on each talent management dimension is examined separately through a separate Three-way Anova. To make the analysis simple and coherent the defined levels of the demographic variables were re-coded as following:

Table 5.28: Demographic Factor Recoding Details

Factor	Levels	Level Name	Factor Name
Gender	2	Male	Male
		Female	Female
Age	3	Less than 30 yrs	Young age
		Between 31 to 40 yrs	Middle age
		More than 41 yrs	Mature age
Experience	3	2-5 years	Low experience
		6-10 years	Medium experience
		10 years and above	High experience

5.2.1 Effect and Interaction of Gender-Age-Experience on Talent Management Practices (TMP)

As discussed above, all the talent management dimensions were combined to form a single dependent variable. To combine all the dimensions the scores related to each dimension were added and these added scores were considered as the scores for one combined dependent variable of talent management practices. Next a Three-way Anova was applied to study the main effect of gender, age and experience of employees on talent management practices and then the interaction effect of gender-age-experience. As per the discussion following seven hypotheses related to Three-way Anova were formulated:

H₀₁: $\mu_{\text{males}} = \mu_{\text{females}}$; the population means of talent management is equal for all the levels of the **gender**.

H₀₂: $\mu_{\text{young_age}} = \mu_{\text{mature_age}} = \mu_{\text{upper_age}}$; the population means of talent management is equal for all the levels of the **age**.

H₀₃: $\mu_{\text{less_experience}} = \mu_{\text{medium_experience}} = \mu_{\text{high_experience}}$; the population means of talent management is equal for all the levels of the **experience**.

H₀₄: There is no interaction between gender and age.

H₀₅: There is no interaction between gender and experience.

H₀₆: There is no interaction between age and experience.

H₀₇: There is no interaction between gender, age and experience.

Actually these three null hypotheses answer the following three questions:

1. Whether the talent management practices followed by the organizations depend on gender?
2. Whether the talent management practices followed by the organizations depend on age?
3. Whether the talent management practices followed by the organizations depend on experience?

4. Whether the talent management practices followed by the organizations depend on gender differently for different categories of age and vice versa?
5. Whether the talent management practices followed by the organizations depend on gender differently for different categories of experience and vice versa?
6. Whether the talent management practices followed by the organizations depend on age differently for different categories of experience and vice versa?
7. Whether the **two-way interaction** between demographic variables is same across levels of a third demographic variable.

As per these questions the formulated hypotheses can be understood as:

H₀₁: The talent management practices followed by the organizations are same for males and females irrespective of age and experience of the managers.

H₀₂: The talent management practices followed by the organizations are same for all the three of age (lower, middle and mature age groups) irrespective of gender and experience of the managers.

H₀₃: The talent management practices followed by the organizations are same for all the three levels of the **experience** (low, medium and high experience groups) irrespective of gender and age of the managers.

H₀₄: There is no interaction between gender and age; the talent management practices followed for males and females is same for all the levels of age and vice versa.

H₀₅: There is no interaction between gender and experience; the talent management practices followed for males and females for all the levels of age and vice versa.

H₀₆: There is no interaction between age and experience; the talent management practices followed for three levels of age is same for all the levels of experience and vice versa.

H₀₇: There is no interaction between age, gender and experience; the **two-way interaction** between demographic variables is same across all levels of the third demographic variable

Accordingly the alternate hypotheses are:

H_{A1}: The talent management practices followed by the organizations **are not same for all the levels of gender; there is difference in** practices followed by **males and females**

H_{A2}: The talent management practices followed by the organizations are not same for all the three levels of the **age**; there is difference **in** practices followed for at least one pair of age group.

H_{A3}: The talent management practices followed by the organizations are not same for all the three levels of the **experience**; there is difference **in** practices followed for at least one pair of **experience** group.

H_{A4}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of age, and vice versa.

H_{A5}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of experience, and vice versa.

H_{A6}: There is an interaction between gender and age as far as talent management practices followed by the organizations are concerned; there is difference **in** practices followed by three age groups in various categories of age, and vice versa.

H_{A7}: There is an interaction between age, gender and experience as far as talent management practices followed by the organizations are concerned; the **two-way interaction** between demographic variables is different across levels of a third demographic variable.

5.2.1.1 Hypotheses Testing: Talent Management Practices

The main characteristic of Three-way Anova is that these seven hypotheses can be tested simultaneously. The Three-way Anovawas done through SPSS 22 and the results are as follows. Table 5.29presents the descriptive statistics showing the mean of talent management practices for each of the gender, age and experience.

Table 5.29: Descriptive statistics showing the mean of talent management practices for each of the gender, age and experience.

Dependent Variable: Talent Management Practices			
Gender	Age	Experience	Mean
Male	Young Age	Low Experience	156.92
		Medium Experience	150.00
	Middle Age	Low Experience	133.17
		Medium Experience	133.90
		High Experience	157.50
	Mature Age	Medium Experience	105.00
High Experience		145.00	
Female	Young Age	Low Experience	135.08
		Medium Experience	132.00
	Middle Age	Low Experience	144.17
		Medium Experience	140.83
		High Experience	142.00

Table 5.30: Three-way ANOVA table for the data on Talent Management Practices

Dependent Variable: Talent Management Practices						
Source variation	of	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender		2737.405	1	2737.405	5.069	.025
Age		8756.060	2	4378.030	8.107	.000
Experience		4734.322	2	2367.161	4.383	.013
Gender * Age		6038.902	1	6038.902	11.182	.001
Gender * Experience		5678.322	2	2839.161	8.554	.021
Age * Experience		675.873	2	337.937	.626	.536
Gender * Age * Experience		113.063	1	113.063	.209	.648
Error		162018.283	300	540.061		
Total		6595766.000	312			
Corrected Total		199079.218	311			

a. R Squared = .186 (Adjusted R Squared = .156)

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant at $p < .05$ for gender, age, experience, gender-age and gender-experience interaction and whereas it is not significant for

age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} , H_{04} , and H_{05} in favor of alternate hypotheses regarding the effect of gender, age, experience and for gender-age and gender-experience interaction. Where as we fail to reject the null hypotheses H_{06} and H_{07} regarding age-experience interaction and gender-age-experience. Hence it may be concluded that:

1. The talent management practices followed by the organizations depend on gender of employees. The population means of talent management practices is different for males and females.
2. The talent management practices followed by the organizations also depend on age of employees. The population means of talent management practices is significantly different for at least one pair among lower age, middle age and upper age groups of employees.
3. The talent management practices followed by the organizations also depend on experience of employees. The population means of talent management practices is significantly different for at least one pair among less experienced, medium experienced and high experiences professionals.
4. The talent management practices followed by the organizations depend on gender differently for different categories of age, and vice versa.
5. The talent management practices followed by the organizations depend on gender differently for different categories of experience, and vice versa.
6. The talent management practices followed by the organizations **do not** depend on age differently for different categories of experience, and vice versa.
7. The **two-way interaction** between demographic variables is **not different** across levels of a third demographic variable as far as talent management practices followed by the organizations are concerned.

5.2.1.2 Post Hoc Analysis

Once it is established that talent management practices followed by the organizations depend on gender, age, experience and it is also known that there is an interaction between gender and age, a post hoc analysis is done for comparison of different categories and their interaction with gender as follows:

5.2.1.3 Main Effects: Gender Analysis

The mean of talent management for males and females are shown in table below. The significance of difference of population mean is also shown in the table. It may be observed from the table that mean of males and females differs significantly with p value = .010 with mean of males greater than that of females.

Table 5.31: Comparison for Levels of Gender

Dependent Variable: Talent Management Practices						
Gender Levels	Gender Levels Mean	Mean Comparison				
		Gender (I)	Gender (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Males	145.88	Males	Females	7.77	2.98	.010
Females	138.10					

LSD method is applied, differences based on observed means. *. (I) is taken as larger mean. **. The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations are significantly different for males and females irrespective of age and experience of the professionals. The talent management of males is more effective than that of females in the organizations.

5.2.1.4 Main Effects: Age Analysis

The mean of talent management for lower age, middle age and upper age group are shown in table. The significance of difference of population mean is also shown in the table. It may be observed from the table that mean of young age differs significantly with that of middle age and mature age with p value = .005 and .045 respectively. However there is no significant difference between the mean of middle and mature age groups with $p > .05$.

Table 5.32: Multiple Comparisons for Levels of Age

Dependent Variable: Talent Management Practices						
Age Levels	Age Levels Mean	Mean Comparison				
		Age (I)	Age (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Young Age	147.33	Young Age	Middle Age	8.475	2.984	.005
Middle Age	138.85	Young Age	Mature age	10.327	3.364	.045
Mature age	137.00	Mature age	Middle Age	1.852	5.487	.736

LSD method is applied, differences based on observed means. *(I) is taken as larger value. **The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations for younger age group are significantly different from that of both middle and mature age group irrespective of gender and experience of the professionals. It may be concluded that talent management for younger age group is more effective than the talent management of both middle and mature age groups which are equally effective.

5.2.1.5 Main Effects: Experience Analysis

The mean of talent management for low, medium and higher experience age group are shown in table along with the significance of difference of population mean. It may be observed there is a significant difference between mean of low and medium experience groups well as there is a significant difference between mean of medium and high experience groups with p values of .007 and 0.16 respectively. The p value for low and high experience groups is .489 that is $> .05$ hence these means are not different.

Table 5.33: Multiple Comparisons for Levels of Experience

Dependent Variable: Talent Management Practices						
Experience Levels	Experience Levels Mean	Mean Comparison				
		Experience (I)	Experience (J)	Mean Difference (I-J)*	Std. Error	Sig.**
Low Experience	144.9707	Low Experience	Medium Experience	9.27629*	3.42836	.007
Medium Experience	135.6944	Low Experience	High Experience	3.17213	4.57704	.489
High Experience	148.1429	High Experience	Medium Experience	12.44841*	5.15681	.016

LSD method is applied, differences based on observed means. *(I) is taken as larger value. **The mean difference is significant at the .05 level.

Conclusion Drawn: The Talent Management practices followed by the organizations for low and high experience significantly different from that of medium experience group irrespective of gender and age of the professionals. It may be concluded that the talent management of low and high experience groups is equally effective and better than those having medium level of experience.

5.2.1.6 Interaction Effects: Gender-Age & Gender-Experience Interaction

The main effects of gender, age and experience was found to be significant and are discussed above. Among the interaction effects, **gender-age** and **gender-experience** interaction was found to be significant (F value is significant at .001). This indicates that there is a joint effect of the gender and age of employees as well as joint effect of gender and experience on the talent management practices in an organization. It may be understood that there is an association between gender and age as well as between gender and experience of employees. Since there is an association between the two demographic variables it implies that the main effects of gender, age and experience are not pure, the Talent Management practices followed for males and females are different for all the levels of age (young, middle and mature age groups) and experience (low, medium and high experience groups).Vice versa, the Talent Management practices followed for young, middle and mature groups different for all the levels of gender (males and females), similarly, the Talent Management practices followed for low, medium and high experience groups are different for all the levels of

gender (males and females). To study the difference of Talent Management population mean, first of all ‘Critical Distance’ has to be calculated. It is the minimum distance between the means so that the means are significantly different. It is calculated through the following formula:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

CD – Critical Distance, N total sample size, N = 312, r number of rows, c number of columns, n = N/rc, $t_{0.05} (N-rc)$ – t value for (N-rc) degree of freedom, MSSE – mean sum of squares for error in the model. Putting the values for this particular model.

$$CD = t_{0.05} (312-2*3) \times \sqrt{(2 \times 540 / 52)} = t_{0.05} (306) \times \sqrt{(2 \times 540 / 52)} = 1.97 \times 4.55 = 8.97$$

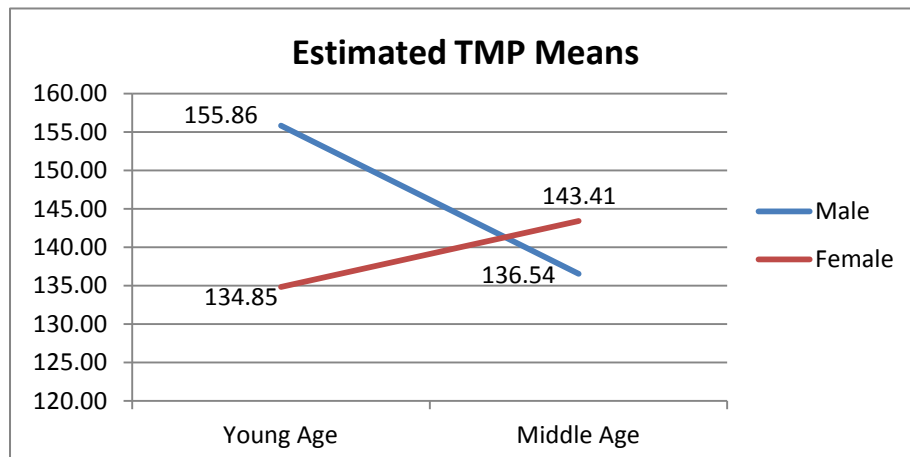
Hence the CD for gender age interaction is 8.97. First the difference in talent management practices mean for males and females across three levels of age is analyzed and next talent management practices mean for males and females across three levels of experience are analyzed, the results are shown below:

Table 5.34: Gender Comparison across Age Categories

Dependent Variable: Talent Management Practices				
Age		Mean	Mean Difference	CD
Young Age	Male	155.86	21.01	8.97
	Female	134.85		
Middle Age	Male	136.54	-6.87	
	Female	143.41		
Mature Age	Male	137.00	NA	
	Female	0.00		

It may be observed from the table that in younger age category, the difference between mean of males and females is 21.01 with males having greater mean, this difference is > the CD of 8.97. Hence it can be implied that the difference is significant. When the middle age category is analyzed it was observed the difference is -6.87 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no

observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.



Note: mean for mature age not plotted

Figure 5.1: Gender-Age Interaction for TMP

It is very obvious from the graph that the mean of males in younger age group is larger than females and the difference is also significant (difference > CD). However, when it comes to middle age group the mean of females is larger and the difference is not significant (difference < CD). This shows that the main effect of gender, where it was found that the TMP depend on gender and the mean of males was found to be greater than females was not purely true. This analysis shows that the conclusion drawn for main effect of gender is only true for the younger age group and these findings are not applicable for middle and mature age group.

Conclusion drawn: The talent management practices followed by the organizations are significantly different for males and females only in younger age group irrespective of experience of the professionals. In simple terms it may stated that the Talent Management of males of younger age is more effective than that of females of that group. Whereas the Talent Management for males and females in middle age group is equally effective, while no conclusions can be drawn for mature age group.

Next the gender experience interaction is studied and the results are shown below:

Table 5.35: Gender Comparison across Experience Categories

Gender Comparison across Experience Categories				
Dependent Variable: Talent Management Practices				
Experience		Mean	Mean Diff.	CD
Low Experience	Male	150.61	12.57	8.97
	Female	138.04		
Medium Experience	Male	135.49	-1.33	
	Female	136.82		
High Experience	Male	149.17	7.17	
	Female	142.00		

It may be observed from the table that in low experience category, the difference between mean of males and females is 12.57 with males having larger mean, this difference is $>$ the CD of 8.97. Hence it can be implied that the difference is significant. When the medium experience category was analyzed it was observed that the difference is -1.33 which means that the mean of females was greater than males and the difference was smaller than CD, hence it is not significant. In high experience group the difference between mean of males and females was 7.17 with males having larger mean, this difference however is $<$ CD of 8.97, hence the difference is not significant. This interaction can be better shown by the interaction graph.

It is very obvious from the graph that the mean of males in low experience group is larger than females and the difference is also significant (difference $>$ CD). However, when it comes to medium experience group the mean of females is a bit larger and the difference is not significant (difference $<$ CD). If the high experience category is analyzed, the mean of males again increases (larger than females) though the difference is 7.17 which are $<$ CD hence it is not significant. This shows that the main effect of experience, where it was found that the TMP depend on experience and the mean of males is found to be greater than females is not purely true. This analysis shows that the conclusion drawn for main effect of experience is only true for the low experience group where the difference is significant and these findings are not applicable for medium (though the mean for males is larger than that of females, the difference is not significant) and high experience group.

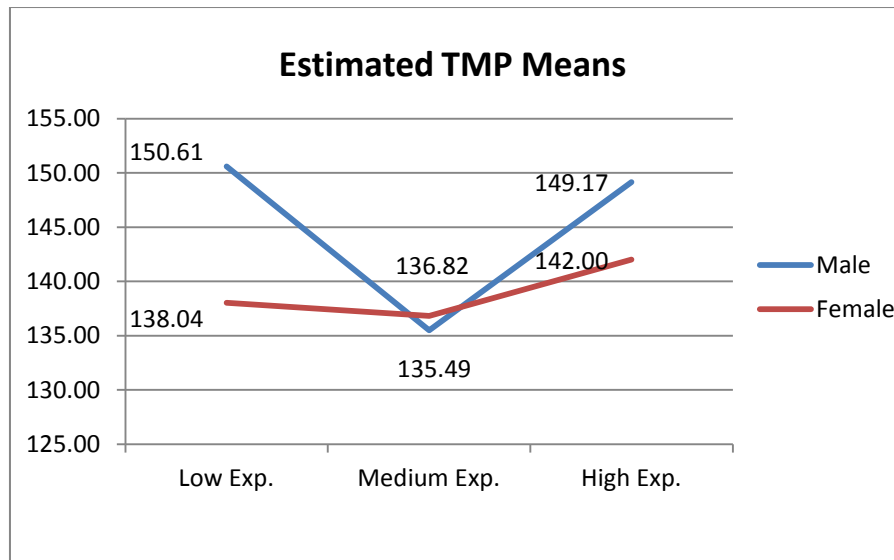


Figure 5.2: Gender-Experience Interaction for TMP

Conclusion drawn: The Talent Management practices followed by the organizations are significantly different for males and females only in low experience group. In simple terms it may be stated that the Talent Management of males of low experience is more effective than that of females of that group. Whereas the Talent Management of male and female in medium and high experience group are equally effective.

5.2.2 Effect and Interaction of Gender-Age-Experience on different Dimensions of Talent Management (TM)

As a consequence of the fact that there is significant effect of gender, age and experience, and the gender-age interaction on talent management practices, a separate analysis for each TM dimension was done. The following eight dimensions were identified in the study:

1. Workforce Planning and Talent Acquisition (WPTA)
2. Capability Development and Performance (CDP)
3. Leadership and High Potential Development (LHPD)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)

8. Relationship with Employees (RE)

Each of the TM dimension was considered as a dependent variable and effect and interaction of gender, age and experience on each dimension was studied through applying Three-way Anova. First the main effects of gender, age and experience on talent each dimension was studied and then the interaction effect of gender-age-experience was examined. As per the discussion following seven hypotheses related to Three-way Anovawere considered for each dimension of TM. The below formulated hypotheses are for the first dimension of WPTA that are shown here for illustration, the hypotheses for other seven dimensions were considered on the lines of these hypotheses. After the first dimension, the hypotheses for other dimensions are not shown due to redundancy and are directly tested through Three-way Anova.

H₀₁: $\mu_{\text{males}} = \mu_{\text{females}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **gender**.

H₀₂: $\mu_{\text{young_age}} = \mu_{\text{mature_age}} = \mu_{\text{upper_age}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **age**.

H₀₃: $\mu_{\text{less_experience}} = \mu_{\text{medium_experience}} = \mu_{\text{high_experience}}$; the population means of workforce planning and talent acquisition is equal for all the levels of the **experience**.

H₀₄: There is no interaction between gender and age.

H₀₅: There is no interaction between gender and experience.

H₀₆: There is no interaction between age and experience.

H₀₇: There is no interaction between gender, age and experience.

Actually these three null hypotheses answer the following three questions:

1. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender?
2. Whether the workforce planning and talent acquisition practice followed by the organizations depend on age?
3. Whether the workforce planning and talent acquisition practice followed by the organizations depend on experience?

4. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender differently for different categories of age and vice versa?
5. Whether the workforce planning and talent acquisition practice followed by the organizations depend on gender differently for different categories of experience and vice versa?
6. Whether the workforce planning and talent acquisition practice followed by the organizations depend on age differently for different categories of experience and vice versa?
7. Whether the **two-way interaction** between demographic variables is same across levels of a third demographic variable.

As per these questions the formulated hypotheses can be understood as:

H₀₁: The talent management practices followed by the organizations are same for males and females irrespective of age and experience of the managers.

H₀₂: The workforce planning and talent acquisition practice followed by the organizations are same for all the three of age (lower, middle and mature age groups) irrespective of gender and experience of the managers.

H₀₃: The workforce planning and talent acquisition practice followed by the organizations are same for all the three levels of the **experience** (low, medium and high experience groups) irrespective of gender and age of the managers.

H₀₄: There is no interaction between gender and age; the workforce planning and talent acquisition practice followed for males and females is same for all the levels of age and vice versa.

H₀₅: There is no interaction between gender and experience; the workforce planning and talent acquisition practice followed for males and females for all the levels of age and vice versa.

H₀₆: There is no interaction between age and experience; the workforce planning and talent acquisition practice followed for three levels of age is same for all the levels of experience and vice versa.

H₀₇: There is no interaction between age, gender and experience; the **two-way interaction** between demographic variables is same across all levels of the third demographic variable

Accordingly the alternate hypotheses are:

H_{A1}: The workforce planning and talent acquisition practice followed by the organizations **are not same for all the levels of gender; there is difference in** practices followed for **males and females**

H_{A2}: The workforce planning and talent acquisition practice followed by the organizations are not same for all the three levels of the **age**; there is difference **in** practices followed for at least one pair of age group.

H_{A3}: The workforce planning and talent acquisition practice followed by the organizations are not same for all the three levels of the **experience**; there is difference **in** practices followed for at least one pair of **experience** group.

H_{A4}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of age, and vice versa.

H_{A5}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by males and females in various categories of experience, and vice versa.

H_{A6}: There is an interaction between gender and age as far as workforce planning and talent acquisition practice followed by the organizations are concerned; there is difference **in** practices followed by three age groups in various categories of age, and vice versa.

H_{A7}: There is an interaction between age, gender and experience as far as workforce planning and talent acquisition practice followed by the organizations are concerned; the **two-way interaction** between demographic variables is different across levels of a third demographic variable.

5.2.2.1 Hypotheses Testing: Workforce Planning and Talent Acquisition

The above proposed seven hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.36: Three-way ANOVA table for WPTAPractice

Dependent Variable: WPTA					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	161.875	1	161.875	15.146	.000
Age	116.228	2	58.114	5.438	.005
Experience	41.426	2	20.713	1.938	.146
Gender * Age	83.711	1	83.711	7.833	.005
Gender * Experience	88.638	2	44.319	4.147	.170
Age * Experience	36.280	2	18.140	1.697	.185
Gender * Age * Experience	38.370	1	38.370	2.462	.077
Error	3206.244	300	10.687		
Total	123095.000	312			
Corrected Total	4495.997	311			

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant for gender, age and gender-age interaction whereas it is not significant for experience, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{03} , H_{05} , H_{06} and H_{07} .

5.2.2.1.1 Post Hoc Analysis

Once it was established that workforce planning and talent acquisition practice followed by the organizations depend on gender and age and it is also known that there is an interaction between gender and age along with gender and experience interaction, a post hoc analysis was done for comparison of different categories for main effects and for interactions effects:

5.2.2.1.2 Main Effects: Gender and Age Analysis

The mean difference and significance of difference of population mean of WPTA for different categories of gender, age and experience is shown in the table.

Table 5.37: Comparison for Levels of Gender, Age and Experience

Dependent Variable: WPTA							
Factor Means			Mean Comparison				
			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	19.35	Males	Females	1.84	0.61	.003
	Females	17.5					
Age Levels	Young	19.53	Young	Middle	1.59	0.60	.008
	Middle	17.93	Young	Mature	0.91	0.93	
	Mature	18.63	Mature	Middle	0.69	0.91	

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females differs significantly with p value = .003 with mean of males greater than that of females. It may also be observed that the mean of young age differs significantly with that of middle age, p value = .008 with mean of younger group being larger. However there is no significant difference between the mean of young and mature, and between middle and mature age groups with both p values > .05.

Conclusions Drawn: The WPTA practice followed by the organizations is:

- More effective for males than that of females.
- More effective for younger age group than that of middle age group, and is equally effective for younger and mature as well as for middle and mature age group.

5.2.2.1.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the WPTA practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of WPTA population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here, $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$, $MSSE = 10.68$.

$$CD = 1.97 \times \sqrt{(2 \times 10.68 / 52)} = 1.97 \times 0.64 = 1.26$$

Hence for WPTA, the CD for gender-age is 1.26. The difference in WPTA mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.38: Gender Comparison across Age Categories

Dependent Variable: WPTA			
Age		Mean	Mean Diff.
Young	Male	22.06	3.49
	Female	18.57	
Middle	Male	17.98	-0.22
	Female	18.20	
Mature	Male	19.00	NA
	Female	0.00	

The interaction graph plots the mean WPTA values for males (blue line) and females (red line) across two age categories: Young Age and Middle Age. For the Young Age group, the male mean is 22.06 and the female mean is 18.57, with a difference of 3.49. For the Middle Age group, the male mean is 17.98 and the female mean is 18.20, with a difference of -0.22. The graph shows a clear downward trend for males from young to middle age, while females show a slight increase.

Note: Critical Distance is 1.26. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.49 with males having greater mean, this difference is $>$ the CD of 1.26. Hence it can be implied that the difference is significant. When the middle age category is analyzed it is observed that the

difference is -0.22 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there are no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The WPTA practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.2 Hypotheses Testing: Capability Development and Performance

The seven proposed hypotheses for CDP in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.39: Three-way ANOVA table for CDP Practice

Dependent Variable: CDP					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	38.738	1	38.738	2.011	.157
Age	65.912	2	32.956	1.711	.182
Experience	79.118	2	39.559	2.054	.130
Gender * Age	114.744	1	114.744	5.957	.015
Gender * Experience	7.329	2	3.664	0.190	.827
Age * Experience	0.799	2	0.399	.021	.979
Gender * Age * Experience	22.782	1	22.782	1.183	.278
Error	5779.051	300	19.264		
Total	116372.000	312			
Corrected Total	6534.449	311			

The above table shows the results regarding the null hypotheses formulated above. It may be observed that the F value is significant for only for gender-age interaction whereas it is not significant for gender, age, experience, gender-experience, age-

experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{01} , H_{02} , H_{03} , H_{05} , H_{06} and H_{07} . Since none of the main effects are significant no post hoc analysis is done, only gender-age interaction analysis is done.

5.2.2.2.1 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the CDP practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of CDP population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

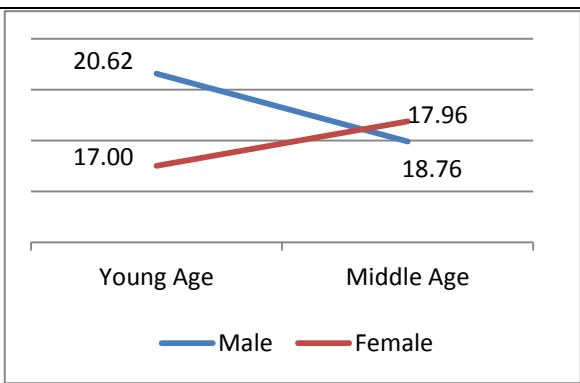
Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 19.26$.

$$CD = 1.97 \times \sqrt{(2 \times 19.26 / 52)} = 1.97 \times 0.64 = 1.69$$

Hence for CDP, the CD for gender-age is 1.69. The difference in CDP mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.40: Gender Comparison across Age Categories

Dependent Variable: CDP			
Age		Mean	Mean Diff.
Young	Male	20.6224	3.62
	Female	17.0000	
Middle	Male	17.9630	-0.79
	Female	18.7561	
Mature	Male	18.8000	NA
	Female	0.00	



Note: Critical Distance is 1.69. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.62 with males having greater mean, this difference is > the CD of 1.26. Hence it can be implied that the difference is significant. When the middle age category is analyzed it was observed the difference is -0.79 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph attached with the table.

Conclusion drawn: The CDP practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.3 Hypotheses Testing: Leadership and High Potential Development

The seven proposed hypotheses for LHPD in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anova was done through SPSS 22 and the results are as follows.

Table 5.41: Three-way ANOVA table for LHPD Practice

Dependent Variable: LHPD					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	87.378	1	87.378	9.431	.002
Age	248.938	2	124.469	13.434	.000
Experience	243.361	2	121.680	13.133	.000
Gender * Age	55.914	1	55.914	6.035	.015
Gender * Experience	141.861	2	70.931	7.656	.001
Age * Experience	4.113	2	2.057	.222	.801
Gender * Age * Experience	6.511	1	6.511	.703	.403
Error	2779.487	300	9.265		
Total	71334.000	312			
Corrected Total	3513.487	311			

The above table shows the results regarding the null hypotheses proposed above. It may be observed that the F value is significant for gender, age, experience, gender-age gender- experience interaction whereas it is not significant for age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{05} , H_{06} and H_{07} . Since all of the main effects are significant a post hoc analysis was done as following.

5.2.2.3.1 Post Hoc Analysis

It was established that LHDP practice followed by the organizations depend on gender, age, experience and it is also known that there is an interaction between gender and age along with gender and experience interaction, a post hoc analysis was done for comparison of different categories for main effects and for interactions effects:

5.2.2.3.2 Main Effects: Gender, Age and Experience Analysis

The mean difference and significance of difference of population mean of LHPD for different categories of gender, age and experience is shown in the table.

Table 5.42: Comparison for Levels of Gender, Age and Experience

Dependent Variable: LHPD							
Mean Comparison							
	Factor Means		Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	14.819	Males	Females	1.13	0.57	.047
	Females	13.692					
Age Levels	Young	15.11	Young	Middle	0.98	0.56	.082
	Middle	14.13	Young	Mature	1.61	0.87	.065
	Mature	13.50	Mature	Middle	-0.63	0.85	.460
Experience Levels	Low	14.27	Low	Medium	1.151	0.55	.360
	Medium	13.12	Low	High	-2.23	0.64	.001
	High	16.50	High	Medium	3.38	0.78	.000

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females differs significantly with p value = .047 with mean of males greater than that of females. No difference in age categories were observed, it may be concludes that the main effect of age is due to its interaction with other categories. It may also be observed that the mean of high experience differs significantly with that of medium experience as well as with low experience group, p value = .000 and .001, with mean of high experience group being larger in both cases. However there is no significant difference between the mean of low and medium experience group with p value > .05.

Conclusions Drawn: The LHPD practice followed by the organizations is:

- More effective for males than that of females.
- More effective for high experience than that of both medium and low experience group, and it is equally effective for medium and low experience group.

5.2.2.3.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the LHPD practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of LHPD population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 9.26$.

$$CD = 1.97 \times \sqrt{(2 \times 9.26 / 52)} = 1.97 \times 0.64 = 1.17$$

Hence for LHPD, the CD for gender-age is 1.17. The difference in LHPD mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.43: Gender Comparison across Age Categories

Dependent Variable: CDP			
Age		Mean	Mean Diff.
Young	Male	15.94	1.04
	Female	14.90	
Middle	Male	13.59	-0.16
	Female	13.76	
Mature	Male	15.00	NA
	Female	0.00	

Note: Critical Distance is 1.17. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 1.04 with males having greater mean, this difference is < the CD of 1.26. When the middle age category was analyzed, it was observed that the difference is -0.16 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The LHPD practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.3.4 Interaction Effects: Gender-Experience Interaction

The gender-experience interaction was found to be significant. It implies that the main effects of gender and age are not pure, the LHPD practice followed for males and females are not same for all the levels of experience (low, medium and high

experience groups) and vice versa. To study the difference of LHPD population mean, ‘Critical Distance’ is calculated as 1.17. Hence for LHPD, the CD for gender-experience is 1.17. The difference in LHPD mean for males and females across three levels of experience is analyzed and the results are shown below:

Table 5.44: Gender Comparison across Experience Categories

Dependent Variable: LHPD			
Experience		Mean	Mean Diff.
Low	Male	14.7965	0.09
	Female	14.7065	
Medium	Male	14.2787	2.55
	Female	11.7273	
High	Male	16.5000	0.50
	Female	16.0000	

Age Group	Male Mean	Female Mean
Young Age	14.71	14.80
Middle Age	14.28	11.73
Mature Age	16.50	16.00

Note: Critical Distance is 1.17. Interaction Graph also shown with the table

It may be observed from the table that in low experience category, the difference between mean of males and females is .09 with males having a bit greater mean, this difference is < the CD of 1.17. When the medium experience category was analyzed, it was observed that the difference is 2.55 with males having a greater mean and the difference is greater than CD, hence it is significant. In high experience group, the difference between mean of males and females is .50 with males having a bit greater mean, this difference is also < the CD of 1.17. This interaction can be better shown by the interaction graph.

Conclusion drawn: The LHPD practice followed by the organizations is:

- More effective for males than for females and this is true only for medium experience group, while it is equally effective for males and females in both low and high experience groups.

5.2.2.4 Hypotheses Testing: Retention Strategy (RS)

The seven proposed hypotheses for RS in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.45: Three-way ANOVA table for RS Practice

Dependent Variable: RS					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	10.041	1	10.041	0.980	.323
Age	164.756	2	82.378	8.037	.000
Experience	164.420	2	82.210	8.021	.000
Gender * Age	136.657	1	136.657	13.333	.000
Gender * Experience	7.704	2	3.852	0.376	.687
Age * Experience	35.911	2	17.896	3.459	.313
Gender * Age * Experience	0.082	1	0.082	.008	.929
Error	3074.794	300	10.249		
Total	120589.000	312			
Corrected Total	3854.304	311			

The results show that the observed that the F value is significant for age, experience, gender-age and age-experience interaction whereas it is not significant for gender, gender-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} , and H_{06} in favor of alternate hypotheses where as we fail to reject the null hypotheses H_{01} , H_{05} , and H_{07} . The post hoc analysis was done as following:

5.2.2.4.1 Post Hoc Analysis

It was established that RS practice followed by the organizations depend on age, experience and it is also known that there is an interaction between gender and age along with age and experience interaction, a post hoc analysis was done for

comparison of different categories for main effects and followed by interactions effects:

5.2.2.4.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of RS for different categories of gender, age and experience is shown in the table.

Table 5.46: Comparison for Levels of Gender, Age and Experience

Dependent Variable: RS							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.793	Males	Females	-0.49	0.60	.408
	Females	19.286					
Age Levels	Young	19.40	Young	Middle	-0.08	0.59	.891
	Middle	19.48	Young	Mature	2.65	0.91	.004
	Mature	16.75	Mature	Middle	-2.73	0.89	.002
Experience Levels	Low	19.11	Low	Medium	1.198	0.57	.038
	Medium	17.91	Low	High	-1.56	0.68	.022
	High	20.67	High	Medium	2.76	0.82	.001

It may be observed from the table that mean of males and females does not differ significantly with p value = .408. The results indicate that the mean of mature age differs significantly with that of young and middle age groups, with p value of .004 and .002 respectively, with mean of mature group being largest among the three groups. As far as experience is concerned, all the pair of means differ significantly with high experience group having largest mean followed by low and medium group.

Conclusions Drawn: The RS practice followed by the organizations is:

- Equally effective for males and females.
- More effective for mature age group than both young and middle age group, and it is equally effective for young and middle age group.

- Most effective for high experience followed by low and medium experience group.

5.2.2.4.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the RS practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of RS population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 10.24$.

$$CD = 1.97 \times \sqrt{(2 \times 10.24 / 52)} = 1.23$$

Hence for RS, the CD for gender-age is 1.23. The difference in RS mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.47: Gender Comparison across Age Categories

Dependent Variable: RS			
Age		Mean	Mean Diff.
Young	Male	21.04	2.95
	Female	18.09	
Middle	Male	18.33	-1.20
	Female	19.54	
Mature	Male	19.00	NA
	Female	0.00	

Age Category	Male Mean	Female Mean
Young Age	21.04	18.09
Middle Age	18.33	19.54

Note: Critical Distance is 1.23. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 2.95 with males having greater mean, this

difference is > the CD of 1.23 hence the difference is significant. When the middle age category was analyzed it was observed the difference is -1.20 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The RS practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.5 Hypotheses Testing: Compensation and Benefits (CAB)

The seven proposed hypotheses for CAB in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.48: Three-way ANOVA table for CAB Practice

Dependent Variable: CAB					
Source of variation	Sum of Squares (SS)	Df	Mean Square (MSS)	F	Sig.
Gender	91.741	1	91.741	11.750	.001
Age	116.756	2	58.378	7.477	.001
Experience	49.534	2	24.767	3.172	.043
Gender * Age	68.395	1	68.395	8.760	.003
Gender * Experience	216.026	2	108.013	13.835	.000
Age * Experience	101.000	2	50.500	6.468	.202
Gender * Age * Experience	29.529	1	29.529	3.782	.053
Error	2342.236	300	7.807		
Total	62307.000	312			
Corrected Total	2795.843	311			

The results show that the observed that the F value is significant for age, experience, gender, gender-experience and gender-age interactions whereas it is not significant for

age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{01} , H_{02} , H_{03} and H_{04} , and H_{05} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{06} and H_{07} . The post hoc analysis is done as following.

5.2.2.5.1 Post Hoc Analysis

It was established that CAB practice followed by the organizations depend on gender, age, experience and it is also known that gender-age and gender-experience are present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.5.2 Main Effects: Gender, Age and Experience Analysis

The mean difference and significance of difference of population mean of CAB for different categories of gender, age and experience is shown in the table.

Table 5.49: Comparison for Levels of Gender, Age and Experience

Dependent Variable: CAB							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	13.618	Males	Females	0.645	.520	.215
	Females	12.973					
Age Levels	Young	13.53	Young	Middle	-0.15	0.51	.772
	Middle	13.68	Young	Mature	1.53	0.79	.055
	Mature	12.00	Mature	Middle	-1.68	0.78	.032
Experience Levels	Low	14.11	Low	Medium	0.865	0.50	.086
	Medium	13.25	Low	High	1.61	0.59	.007
	High	12.50	High	Medium	-0.75	0.71	.295

It may be observed from the table that mean of males and females does not differ significantly with p value = .215. The results indicate that the mean of mature age differs significantly with that of middle age, with p value of .032 with mean of middle group being larger. As far as experience is concerned, there is a significant difference

between mean of low and high experience group with mean of low experience group being larger.

Conclusions Drawn: The CAB practice followed by the organizations is:

- More effective for middle age while it is equally effective for young and mature age groups.
- More effective for medium experience while it is equally effective for high and low experience groups.

5.2.2.5.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the CAB practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of CAB population mean, 'Critical Distance' is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 7.80$.

$$CD = 1.97 \times \sqrt{(2 \times 7.80 / 52)} = 1.07$$

Hence for CAB, the CD for gender-age is 1.07. The difference in CAB mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.50: Gender Comparison across Age Categories

Dependent Variable: RS			
Age		Mean	Mean Diff.
Young	Male	14.27	0.00
	Female	14.27	
Middle	Male	13.53	-0.47
	Female	14.00	
Mature	Male	11.40	NA
	Female	0.00	

Note: Critical Distance is 1.07. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, there is no difference between mean of males and females. When the middle age category was analyzed it was observed that the difference is -0.47 which means that the mean of females is greater than males and the difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The CAB practice followed by the organizations is:

- More effective for females than for males and this is true only for middle age group (though the difference is not significant), while it is equally effective for males and females in young and mature age group, no conclusions can be drawn for mature age group.

5.2.2.5.4 Interaction Effects: Gender-Experience Interaction

The gender-experience interaction was also found to be significant. It implies that the main effects of gender and experience are not pure, the CAB practice followed for males and females are not same for all the levels of experience (low, medium and high experience groups) and vice versa. To study the difference of CAB population mean, ‘Critical Distance’ was calculated as 1.07. Hence for CAB, the CD for gender-

experience is 1.07. The difference in CAB mean for males and females across three levels of experience is analyzed and the results are shown below:

Table 5.51: Gender Comparison across Experience Categories

Dependent Variable: CAB			
Experience		Mean	Mean Diff.
Low	Male	13.96	-0.56
	Female	14.52	
Medium	Male	13.38	0.29
	Female	13.09	
High	Male	12.83	2.83
	Female	10.00	

Note: Critical Distance is 1.07. Interaction Graph also shown with the table

It may be observed from the table that in low experience category, the difference between mean of males and females is -0.56 with females having a bit greater mean, this difference is $<$ the CD of 1.07, hence not significant. When the medium experience category was analyzed it was observed that the means of male and female are almost same. In high experience group, the difference between mean of males and females is 2.83 with males having a greater mean, this difference is also $>$ the CD of 1.07, hence the difference is significant. This interaction can be better shown by the attached interaction graph.

Conclusion drawn: The CAB practice followed by the organizations is:

- More effective for males than for females and this true only for medium experience group, while it is equally effective for males and females in both low and high experience groups.

5.2.2.6 Hypotheses Testing: Growth and Learning Opportunity (GLO)

The seven proposed hypotheses for GLO in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.52: Three-way ANOVA table for GLO Practice

Dependent Variable: GLO					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	12.888	1	12.888	1.189	.276
Age	217.825	2	108.912	10.051	.000
Experience	89.868	2	44.934	4.147	.017
Gender * Age	129.856	1	129.856	11.984	.001
Gender * Experience	62.166	2	31.083	2.868	.058
Age * Experience	78.493	2	39.246	3.622	.208
Gender * Age * Experience	0.107	1	0.107	.010	.921
Error	3250.825	300	10.836		
Total	122237.000	312			
Corrected Total	4183.279	311			

It may be observed from the above table that F value is significant for age, experience and gender-age interactions whereas it is not significant for gender, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{06} , H_{05} and H_{07} . The post hoc analysis is done as following.

5.2.2.6.1 Post Hoc Analysis

It was established that GLO practice followed by the organizations depend on age and experience and it is also known that gender-age interaction is present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.6.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of GLO for different categories of gender, age and experience is shown in the table.

Table 5.53: Comparison for Levels of Gender, Age and Experience

Dependent Variable: GLO							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.729	Males	Females	-0.793	.612	.196
	Females	19.523					
Age Levels	Young	19.52	Young	Middle	-0.29	0.61	.628
	Middle	19.81	Young	Mature	3.65	0.94	.000
	Mature	15.88	Mature	Middle	-3.94	0.92	.000
Experience Levels	Low	19.48	Low	Medium	1.368	0.59	.021
	Medium	18.11	Low	High	-0.60	0.70	.387
	High	20.08	High	Medium	1.97	0.84	.201

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females does not differ significantly with p value = .196. The results indicate that the mean of mature age differs significantly with that of young and mature and age, with both p values = .000, with mean of mature group being larger than both other groups. As far as experience is concerned, there is a significant difference between mean of low and medium experience group with mean of low group experience being larger.

Conclusions Drawn: The GLO practice followed by the organizations is:

- Most effective for middle age (better than both young and mature age group) while it is equally effective for young and middle age group.
- More effective for low experience group while it is equally effective for medium and high experience group.

5.2.2.6.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the GLO practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of GLO population mean, ‘Critical Distance’ is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

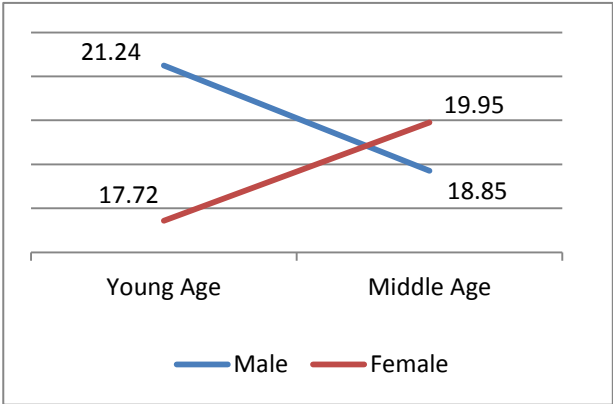
Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 10.83$.

$$CD = 1.97 \times \sqrt{(2 \times 10.83 / 52)} = 1.27$$

Hence for GLO, the CD for gender-age is 1.27. The difference in GLO mean for males and females across three levels of age is analyzed and the results are shown below:

Table 5.54: Gender Comparison across Age Categories

Dependent Variable: GLO			
Age		Mean	Mean Diff.
Young	Male	21.24	3.53
	Female	17.72	
Middle	Male	18.85	-1.10
	Female	19.95	
Mature	Male	18.20	NA
	Female	0.00	



Note: Critical Distance is 1.27. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in younger age category, the difference between mean of males and females is 3.53 with males having greater mean, this difference is > the CD of 1.26, hence the difference is significant. When the middle

age category was analyzed it was observed that the difference is -1.10 which means that the mean of females is greater than that of males and though difference is smaller than CD, hence it is not significant. In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The GLO practice followed by the organizations is:

- More effective for males than for females and this is true only for younger age group, while it is equally effective for males and females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.7 Hypotheses Testing: Organizational Culture and Policies (OCP)

The seven proposed hypotheses for OCP in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.55: Three-way ANOVA table for OCP Practice

Dependent Variable: OCP					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	15.535	1	15.535	1.122	.290
Age	186.998	2	93.499	6.754	.001
Experience	219.190	2	109.595	7.916	.000
Gender * Age	149.557	1	149.557	10.803	.001
Gender * Experience	26.004	2	13.002	0.939	.392
Age * Experience	105.497	2	52.749	3.810	.213
Gender * Age * Experience	2.383	1	2.383	.172	.679
Error	4153.262	300	13.844		
Total	116196.000	312			
Corrected Total	5229.795	311			

The results show that F value is significant for age, experience and gender-age interactions whereas it is not significant for gender, gender-experience, age-

experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , H_{03} and H_{04} in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{06} , H_{05} and H_{07} . The post hoc analysis is done as following.

5.2.2.7.1 Post Hoc Analysis

It was established that OCP practice followed by the organizations depend on age and experience and it is also known that gender-age interaction is present. A post hoc analysis was done for comparison of different categories for main effects and followed by interactions effects:

5.2.2.7.2 Main Effects: Age and Experience Analysis

The mean difference and significance of difference of population mean of OCP for different categories of gender, age and experience is shown in the table.

Table 5.56: Comparison for Levels of Gender, Age and Experience

Dependent Variable: OCP							
Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	18.189	Males	Females	-0.579	.692	.403
	Females	18.768					
Age Levels	Young	18.24	Young	Middle	-1.21	0.69	.079
	Middle	19.45	Young	Mature	2.49	1.06	.019
	Mature	15.75	Mature	Middle	-3.70	1.04	.000
Experience Levels	Low	19.20	Low	Medium	2.527	0.67	.000
	Medium	16.67	Low	High	-1.13	0.79	.151
	High	20.33	High	Medium	3.66	0.95	.000

LSD method is applied, differences based on observed means. *The mean difference is significant at the .05 level.

It may be observed from the table that mean of males and females does not differ significantly with p value = .403. The results indicate that the mean of mature age differs significantly with that of middle and as well as with the mean of mature age, with p values .019 and .000 respectively, with mean of mature group being larger than both other groups. As far as experience is concerned, there is a significant difference

between mean of low and medium experience group as well as between mean of medium and high experience group, with mean of high experience group being larger.

Conclusions Drawn: The OCP practice followed by the organizations is:

- Equally effective for males and females
- More effective for middle and mature agegroup than for young age group.
- More effective for high experience group than while it is equally effective for low and high experience group.

5.2.2.7.3 Interaction Effects: Gender-Age Interaction

The gender-age interaction was found to be significant. It implies that the main effects of gender and age are not pure, the OCP practice followed for males and females are not same for all the levels of age (young, middle and mature age groups) and vice versa. To study the difference of OCP population mean, 'Critical Distance' is calculated as:

$$CD = t_{0.05} (N-rc) \times \sqrt{(2MSSE/n)}$$

Here $N = 312$, $r \times c = 3 \times 2 = 6$, $N-rc = 306$, $n = N/rc = 312/6 = 52$, $t_{0.05} (306) = 1.97$ and $MSSE = 13.84$.

$$CD = 1.97 \times \sqrt{(2 \times 13.84 / 52)} = 1.41$$

Hence for OCP, the CD for gender-age is 1.41. The difference in OCP mean for males and females across three levels of age are analyzed and the results are shown below:

Table 5.57: Gender Comparison across Age Categories

Dependent Variable: OCP			
Age		Mean	Mean Diff.
Young	Male	20.18	3.33
	Female	16.85	
Middle	Male	18.27	-2.02
	Female	20.29	
Mature	Male	18.60	NA
	Female	0.00	

Note: Critical Distance is 1.41. Interaction Graph also shown with the table, mean not plotted for mature age group.

It may be observed from the table that in young age category, the difference between mean of males and females is 3.33 with males having greater mean, this difference is > the CD of 1.41, hence the difference is significant. When the middle age category was analyzed it was observed that the difference is -2.02 which means that the mean of females is greater than that of males and though difference is > CD, hence it is also significant. This may be considered as true interaction where mean of males and females are significantly different in opposite direction (male mean significantly higher in younger whereas female mean significantly higher in middle). In mature age group there were no observations for females so the difference is not calculated. This interaction can be better shown by the interaction graph.

Conclusion drawn: The OCP practice followed by the organizations is:

- More effective for males in younger age group, while it is more effective for females in middle age group, no conclusions can be drawn for mature age group.

5.2.2.8 Hypotheses Testing: Relationship with Employees (RE)

The seven proposed hypotheses for RE in line with the above formulated hypotheses were tested simultaneously through Three-way Anova. The Three-way Anovawas done through SPSS 22 and the results are as follows.

Table 5.58: Three-way ANOVA table for REPractice

Dependent Variable: RE					
Source of variation	Sum of Squares (SS)	df	Mean Square (MSS)	F	Sig.
Gender	14.043	1	14.043	0.666	.415
Age	316.245	2	158.122	7.495	.001
Experience	110.561	2	55.280	2.620	.074
Gender * Age	46.058	1	46.058	2.183	.141
Gender * Experience	101.994	2	50.997	2.417	.091
Age * Experience	75.428	2	37.714	1.788	.169
Gender * Age * Experience	21.354	1	21.354	1.012	.315
Error	6329.532	300	21.098		
Total	116672.000	312			
Corrected Total	7359.179	311			

It may be observed from the table that F value is significant only for age whereas it is not significant for gender, experience, gender-age, gender-experience, age-experience and gender-age-experience interactions. This imply that we may reject null hypothesis H_{02} , in favor of alternate hypotheses where as we fail to reject the null hypothesis H_{01} , H_{03} , H_{04} , H_{05} , H_{06} and H_{07} . Since only the effect of age was significant the post hoc analysis was done as following.

5.2.2.8.1 Post Hoc Analysis

It was established that RE practice followed by the organizations depend only on age. A post hoc analysis was done for comparison of different categories of age.

5.2.2.8.2 Main Effects: Age Analysis

The mean difference and significance of difference of population mean of RE for different categories of gender, age and experience is shown in the table.

Table 5.59: Comparison for Levels of Age

Mean Comparison							
Factor Means			Factor (I)	Factor (J)	Mean Difference (I-J)*	Std. Error	Sig.*
Gender	Males	17.754	Males	Females	-0.965	.854	.260
	Females	18.718					
Age Levels	Young	19.19	Young	Middle	0.46	0.85	.585
	Middle	18.73	Young	Mature	4.81	1.31	.000
	Mature	14.38	Mature	Middle	-4.35	1.28	.001
Experience Levels	Low	18.86	Low	Medium	1.817	1.12	.068
	Medium	17.04	Low	High	-0.23	0.97	.815
	High	19.08	High	Medium	2.04	1.17	.082

It may be observed from the table that mean of males and females does not differ significantly with p value = .260. The results indicate that the mean of mature age differs significantly with that of middle and as well as with mature age, with p values .000 and .001 respectively, with mean of young group being in first case and mean of middle higher in second case. As far as experience is concerned, the means of all groups are equal.

Conclusions Drawn: The RE practice followed by the organizations is:

- More effective for middle age and mature age groups than young age group and it is equally effective for younger and middle age group.
- Equally effective for males and females
- Equally effective for all three experience levels (high, medium, low).

5.3 To study the correlation between talent management practices and financial performance of business organizations.

To study the correlation between talent management practices and financial performance of business organizations first an Exploratory Factor Analysis is conducted to measure and quantify different factors representing talent management practices and performance of the organization. Once the factor analysis is done and factors are quantified, the correlation between the factors is estimated and finally the impact of talent management practices on performance of the organization is assessed through employing regression technique. Hence the fourth objective of the study is accomplished in two main sections:

1. Measuring and quantifying factors: Exploratory Factor Analysis.
2. Assessing correlation and impact of talent management practices on performance of the organization: Correlation and Regression.

4.5.1 Measuring and quantifying factors: Exploratory Factor Analysis

An Exploratory Factor Analysis (henceforth EFA) is conducted to measure and quantify the different factors considered in the study. Likert scale was employed with each factor measured through a set of instruments or indicators. These instruments were rated on a five point rating scale ranging from 1 to 5 representing continuous categories of strongly disagree, disagree, neutral, agree and strongly agree respectively. Initially there were ten priori factors each measured through a set of 4 or 5 instruments with a total of 47 instruments in all.

5.3.1.1 EFA Preparation & Reliability Analysis

First of all the observed data were scanned and a descriptive analysis was run yielding the frequencies of all the instruments. This was done to check if any value other than '1 to 5' was fed mistakenly during data entry and if found it was rectified accordingly. After preparing the data the reliability analysis was done to assess the reliability of the scale. Cronbach's alpha was employed to determine the reliability of the scale both at individual unobserved factor level and for the full scale. The value of alpha lies between 0 to 1, a value from 0.7 – 0.8 is considered to be acceptable for the reliability

of the scale (Field, 2009). It was found that the value of alpha for the full scale was .876. The table below shows the value of alpha for separate constructs.

It is evident from the table that the value of Cronbach's alpha for respective construct lies in acceptable range of .704 to .915 except the construct of organizational performance having alpha value of .532. since this value was not in acceptable range, the column of 'scale if item deleted was referred' and it was found that if item number one of this construct is deleted the alpha would become .619. Though this value is less than .7 it may be also be accepted since for constructs other than cognitive and intelligence a value of less than .7 is also satisfactory (Kline, 1999). After deletion of this item the scale was considered reliable and subsequently EFA was conducted.

Table 5.60: Reliability Analysis

Table: Reliability Analysis		
Factors	No. of Items	Cronbach's Alpha
Workforce Planning and Talent Acquisition (WPTA)	5	0.857
Capability Development and Performance (CDP)	5	0.872
Leadership and High Potential Development (LHDP)	4	0.748
Retention Strategy (RS)	5	0.834
Compensation and Benefits (CB)	4	0.702
Growth and Learning Opportunity (GLO)	5	0.797
Organizational Culture and Policies (OCP)	5	0.864
Relationship with Employees (RE)	5	0.915
Performance (Non Financial)	5	0.732
Performance (Financial)	4	0.532
Full Scale	47	0.96

5.3.1.2 Sample Adequacy and Correlation Sufficiency

Out of total 47 instruments one instrument was deleted in reliability analysis. Post reliability analysis an EFA was performed on 46 instruments of the scale through SPSS 22. At first, the statistic related to KMO test for sample size adequacy (Keiser-Meyer-Olkin) and Bartlett's test of sphericity statistic were observed. The KMO test assesses the adequacy of the sample size for conducting EFA. The value of KMO

statistic varies from 0 to 1 and the observed value was found to be .803. As per the recommendation of Keiser (1974) presented in below table the KMO statistic for the given sample may be considered as great. Bartlett's Test of Sphericity determines the sufficiency of correlation between the observed variables to conduct EFA. The hypotheses related to the test are given in the table below. For sufficient correlation the test should be significant so that null hypothesis may be rejected. It was observed that the test was significant with p value < 0.000 with a large chi square value of 12817.28. It means that the null may be rejected in favor of alternate and it may be concluded that there exists sufficient correlation between the variables or instruments to perform EFA.

Table 5.61: KMO and Bartlett's Test

Table 7.2: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		Bartlett's Test of Sphericity
0.803		Approx. Chi-Square 12817.28
		Sig. (df) .000 (703)
KMO Stats: Keiser (1974) Recommendation		Bartlett's Hypothesis
> 0.5	Merely acceptable	H₀ : 'there is no correlation between the variables in the population.'
.5 to .7	Mediocre	
.7 to .8	Good	H_A : 'there is a significant correlation between the variables in the population.'
.8 to .9	Great	
> .9	Superb	

5.3.1.3 Initial Solution and Factor Extraction

After establishing the sample size adequacy and correlation sufficiency an initial round of EFA was run without any rotation and with a cut-off Eigenvalue at 1. This initial analysis is generally conducted for basically two reasons, firstly to assess the sample size adequacy through KMO statistics and correlation sufficiency with Bartlett's test and secondly to find out the variability in the variables that is explained by the basic factor model. KMO statistics and Bartlett's test are already analyzed in

the above section. It was found that the initial inputs in EFA model yielded a six factor solution that explained 71.8% of the variability in the observed variables as shown in the table below. Though the variance explained by the factor model was sufficient and the acceptable, the distribution of the variance among factors was not acceptable. Also, the extracted number of factor was not accepted initially since there were ten priori factors in the model. When orthogonal rotation is employed in factor analysis, it is by default (due to principal component method used) that maximum variance is extracted by the first component and due to accumulation large amount of variance onto a single factor this solution is not accepted. To distribute the variance more meaningfully among other factors and to obtain a more comprehensive factor solution further analysis was run with oblique rotation. This rotation method is used when the correlation between the factors is allowed, since all the factors in the study are part of talent management practices they may be conceived to correlate among themselves. Therefore oblique rotation was employed instead of orthogonal where none of the factors can correlate among themselves.

The validity of employing oblique rotation was assessed by conducting an EFA analysis with orthogonal rotation (employing varimax rotation) and obtaining a solution with six extracted factors and redistribution of the total explained variance among the factors. The outcome of the varimax rotation is valid only if transformation matrix is symmetric (all off-diagonal elements are same) in nature. The component transformation matrix obtained in this analysis was an asymmetric matrix, thus demonstrating that the employing orthogonal rotation is not suitable for observed set of data hence oblique rotation was employed.

Table 5.62: Initial Variance Explained

Table 7.1: Initial Variance Explained							
Component No.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	12.012	42.899	42.899	12.012	42.899	42.899	8.367
2	2.431	8.683	51.583	2.431	8.683	51.583	2.217
3	1.672	5.973	57.555	1.672	5.973	57.555	6.528
4	1.443	5.155	62.710	1.443	5.155	62.710	5.393
5	1.336	4.771	67.481	1.336	4.771	67.481	6.267
6	1.209	4.320	71.800	1.209	4.320	71.800	3.183
7	0.964	3.443	75.244				
8	0.826	2.950	78.194				
1..	
46	.023	.527	99.317				
47	.021	.483	100.000				

Notes: 1. Extraction Method: Principal Component Analysis. 2. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Now the analysis was run employing Direct Oblimin method of oblique rotation (as recommended by Field, 2009) with Keiser’s (1960) criteria of Eigenvalue greater than or equal to 1, to extract the factors. This permutation of inputs also extracted six factors with same amount of variance explained though it was redistributed among the factors. Since there were ten priori factors and only six could be extracted another attempt was made to obtain a more suitable solution through study of Scree plot. A sharp point of inflexion was sought in the scree plot although it may be observed from the figure below that a sharp inflexion couldn’t be located, so this alternative was also not found to be effective to find appropriate number of factors.

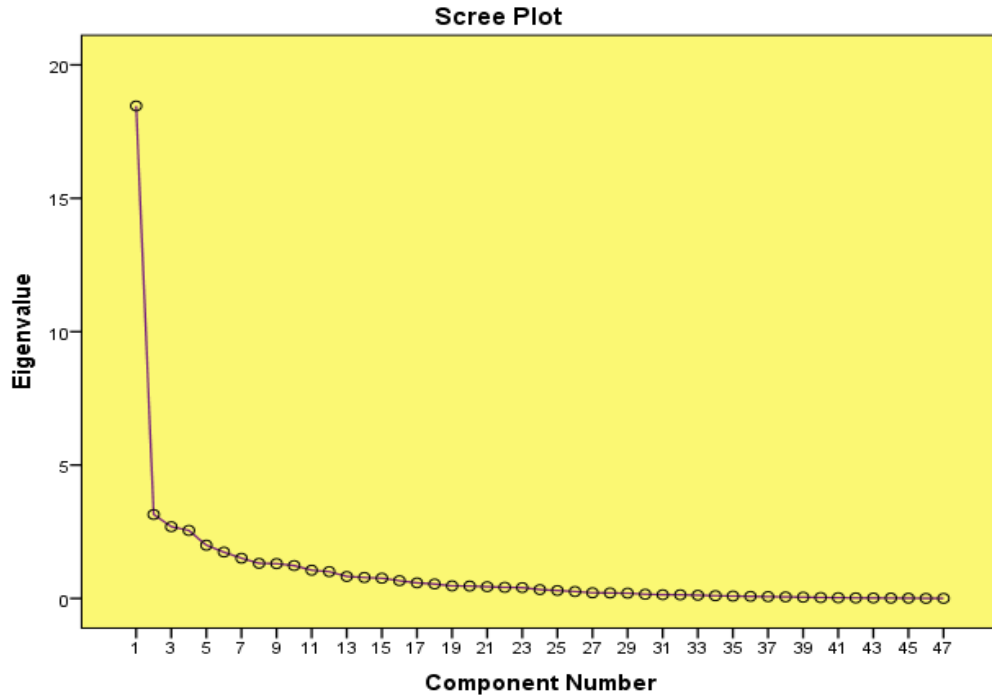


Figure 5.3: Scree Plot

This six factor solution was not very much acceptable hence the obtained component and pattern matrix were studied. These matrices show the loading the variables onto the factors. It was observed that a number of variables were loading onto other factors as per the present model or the loadings were not meaningful in term of size of loading. Since a substantial cross loading or a weak loading is not accepted for a proper EFA solution these variables had to be removed from the analysis. To obtain a proper solution and extract more factors these cross loaded or weakly loaded variables were removed and analysis was run repeatedly after excluding the variables one by one. After many iterations and a number of permutation and combination of variables exclusion in the analysis, an eight factor solution was obtained that explained 75.15% of the variance in 39 remaining variables. It means that a total of eight variables had to be removed from the analysis. This solution was finally accepted for the present analysis. According to present analysis, an 8 factor solution explaining 75.15% of the variance was the most satisfactory solution or the best fit for the observed data. Therefore the present study accepts this solution and any further assessment is done based on this EFA solution.

Table 5.63: Total Variance Explain

Total Variance Explained							
Component No.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	17.093	44.983	44.983	17.093	44.983	44.983	11.686
2	2.595	6.829	51.812	2.595	6.829	51.812	2.306
3	2.070	5.448	57.260	2.070	5.448	57.260	2.086
4	1.593	4.192	61.452	1.593	4.192	61.452	5.240
5	1.532	4.033	65.485	1.532	4.033	65.485	6.722
6	1.356	3.568	69.053	1.356	3.568	69.053	4.440
7	1.177	3.099	72.151	1.177	3.099	72.151	10.877
8	1.142	3.006	75.158	1.142	3.006	75.158	7.885
9	.981	2.581	77.739				
10	.880	2.315	80.054				
11	.859	2.261	82.315				
..	
46	.023	.727	99.317				
40	.021	.683	100.000				

Notes: 1. Extraction Method: Principal Component Analysis. 2. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

The next step in any EFA is to ascertain that which variables make what factors or to determine the structure of the factors extracted. Since in this study the final solution is obtained only after studying the Rotated Component Pattern Matrix, the structure of the factors is fixed along with obtaining the final solution. The Structure of the factors is shown in the below table.

Table 5.64: Factor Loadings – Rotated Component Pattern Matrix

Table V: Factor Loadings – Rotated Component Pattern Matrix								
Instruments or Variables	Components or Extracted Factors							
	1	2	3	4	5	6	7	8
	Organisational Performance (OP, F & NF)	Learning & Potential Development (LPD)	Workforce Planning and Talent Acquisition (WPTA)	Retention Strategy (RS)	Compensation and Benefits (CB)	Organizational Culture and Policies (OCP)	Capability Development and Performance (CDP)	Relationship with Employees (RE)
OP (F) 1	.883							
OP (NF) 2	.754							
OP (NF) 3	.748							
OP (NF) 4	.708							
OP (F) 2	.607							
OP (F) 5	.601							
OP (F) 4	.586							
OP (NF) 1	.569							
GLO 2		-0.841						
GLO 3		-.796						
LHDP 1		-.743						
LHDP 2		-.683						
LHDP 4		-.455						
GLO5		-.402						
GLO 1		-.376						
WPTA3			.951					
WPTA1			.718					
WPTA4			.685					
WPTA2			.597					
RS1				.896				
RS4				.813				
RS2				.795				
RS3				.660				
CB1					.792			
CB2					.721			
CB5					.660			
CB3					.613			
OCP4						.624		
OCP3						.593		
OCP1						.560		
OCP2						.461		
CDP5							.717	
CPD2							.667	
CDP4							.585	
CDP1							.426	
RE2								.755
RE4								.712
RE3								-.688
RE1								.470
Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 24 iterations.								

The table contains eight extracted components or factors with the respective set of items it is made up of. The table also shows the factor loadings of the variables or instruments onto the respective factor it measures. In any measurement it is the basic requirement that only one variable loads on to a particular factor and in EFA a single variable may load on to more than one factor. In reality, factor loadings are the gauge of importance of a particular variable to measure a given factor. Since in EFA, a single variable may load onto to more than one factor, different amount of importance of a particular variable (factor loading) is assigned to different factors. However, only substantial loadings are considered important whereas the remaining smaller loadings are discarded or suppressed in the model. Now the question arises that what level of factor loadings are substantial to be considered and what levels are small to be discarded. To decide on this, Steven's (2002) recommendations, shown in the below table were followed and all factor loadings of less than 0.298 were suppressed in the model since the sample size in the study was 312. The eight components or the factors extracted are shown in the rows and the variable loading on to these factors are shown in columns.

The consequence of following Steven's (2002) recommendations shows a clear structure of eight factors as shown in the table above. Steven's (2002) detailed recommendations are shown in the table below.

Table 5.65: Steven (2002) Recommendation for Cut-off Factor Loading

Steven (2002) Recommendation for Cut-off Factor Loading						
Basic Tenet: as the size of sample increases the cut-off level of loading to be interpreted decreases						
Numerical Recommendation						
Sample Size	50	100	200	300	600	1000
Cut off Loading	0.722	0.512	0.364	0.298	0.21	0.162

Hence the present study accepts the above mentioned structure of the factors and the further assessment is done based on this analysis. Out of ten priori factors only eight factors could be converged in the final analysis. The factors 'Growth and Learning Opportunity (GLO)' and 'Leadership and High Potential Development (LHDP)' which were conceived as separate factors could not be extracted separately and converged into a single factor. Both these factors were measured through statements

that represented training and potential development as a whole. This may be the reason that these two factors converged together to represent a single construct and accordingly it was renamed as 'Learning & Potential Development (LPD)'. Similarly the organizational performance was priori conceived to be measured through two factors representing the 'Financial' and 'Non Financial' aspects. However, in the present analysis organizational performance converged into a single factor representing both financial and non financial aspects. This factor is carried forward as 'Organizational Performance.'

Once the factors are extracted and their structures are fixed, the next and the last step of EFA is to determine the factor scores for all the extracted factors. The extracted factors are the unobserved variables or better called as constructs measured through the observed variables or instruments. As the observed variables (instruments) have a value or score contributed by each respondent, similarly unobserved factors have a value contributed by each respondent called as factor score. Since these factors are the new variables, the factor scores are the new values for these variables. It is these scores that are used for any further analyses if any relation is to be found out or any comparisons are to be done among constructs. If the EFA is performed through SPSS, then the two important methods for determining the scores are Anderson-Rubin method and Regression method. The former method is employed when the constructs are orthogonal and are supposed to have no correlation among them. The latter method is used when the constructs are oblique that is they may have correlation among them. Because this study has factors that may correlate therefore the factor scores were determined through regression method.

To summarize the measurement and validation of the scale, an EFA was conducted in the above sections with 10 priori conceived factors measured through 47 items employing Principal Component Analysis (PCA) Method. The KMO statistic of .803 ('great' as per Field, 2009) confirmed the adequacy of sample size. The sufficiency of the correlation among items was established through significant Bartlett's test of sphericity with $\chi^2(703) = 12817.28, p < .000$, it implies that correlations among items were sufficiently large to conduct EFA through PCA. An initial analysis was conducted to get the eigenvalues related to the extracted factors to determine the proportion of the variance explained in through the factor model. Initially six factors

could be extracted when Kaiser's criteria of eigenvalue >1 was employed along with orthogonal rotation and 71.8% of the variance in the variables was explained through the model. These initial results were not acceptable as per the study since ten priori factors were considered in the original conceived model. The scree plot method was also not that useful to extract the desired factors. Next, Oblique rotation was employed to interpret the factors in a better way and to obtain a proper solution and extract more factors the loadings of the items onto the factors was analyzed. The cross loaded or weakly loaded variables were removed and analysis was run repeatedly after excluding the variables one by one. After many iterations and a number of permutation and combination of excluded variables, an eight factor solution was obtained that explained 75.15% of the variance through 39 remaining variables. To ascertain the structure of the factors, Steven's cut-off value of .298 was employed to interpret any meaningful loadings onto the factors in the analysis. While a cut-off .298 was used to retain a loading, no loading was less than 0.376 in the final accepted structure of factors. Most of the loadings were in range of 0.5 to 0.8. The structure of the 8 factors along with factor loading is shown in the table 7.4 above. Lastly, the factor scores were determined employing regression method. The final accepted solution consists of eight extracted factors measure through 39 items. The eight factor EFA model explains 75.15% of the variance in the variables. These eight measured constructs were carried forward to conduct the further analysis to obtain the next objective.

5.3.2 Assessing correlation and impact of talent management practices on performance of the organization: Correlation and Regression.

In the previous section, the following talent management practices and organization performance factors were measured and quantified through exploratory factor analysis:

1. Organizational Performance (OP)
2. Workforce Planning and Talent Acquisition (WPTA)
3. Learning and High Potential Development (LDP)
4. Retention Strategy (RS)
5. Compensation and Benefits (CB)
6. Growth and Learning Opportunity (GLO)
7. Organizational Culture and Policies (OCP)
8. Relationship with Employees (RE)

First of all the correlation is estimated among these factors and next the impact of factors related to talent management practices on performance of the organization is assessed through multiple linear regression. The correlation table below shows the correlation among the factors. It was observed that the Organizational Performance is significantly correlated with all the other factors except one. This finding makes a lot of sense, since OP is dependent variable it is needed to be correlated with all the other independent variables. OP was not found to be correlated with Learning & Potential Development, which was factor that emerged after combination of the two priori factors. It may be interpreted that the learning of the employee and their own potential development is not correlated with the performance of the organization. The strongest correlation of OP was found with Capability Development and Performance, the second highest correlation was found to be with Compensation and Benefits which also makes a lot of sense. The correlation of Organizational Culture and Policies, Workforce Planning and Talent Acquisition and Retention Strategy with OP was found to be moderate though significant. However it was interesting to find that the correlation of OP and Relationship with Employees was negative.

Table 5.66: Correlation Table

Correlation Table									
Factors		Organisa- tionalPer for- mance (OP, F & NF)	Learning & Potential Develop- ment (LDP)	Workforc e Planning and Talent Acquisi- tion (WPTA)	Retentio n Strategy (RS)	Compen -sation and Benefits (CB)	Organiza- tional Culture and Policies (OCP)	Capability Develop- ment and Perform- ance (CDP)	Relationshi p with Employees (RE)
OP	R	1	.000	.134*	.249**	.318**	.274**	0.464**	-.337**
	P value		.997	.018	.000	.000	.000	.000	.000
LDP	R	.000	1	.089	.033	.076	.119*	-.081	-.120*
	P value	.997		.116	.562	.178	.036	.155	.034
WPTA	R	.134*	.089	1	.081	.000	-.006	-.049	-.043
	P value	.018	.116		.154	.998	.913	.385	.452
RS	R	.249**	.033	.081	1	.202**	-.134*	.330**	-.237**
	P value	.000	.562	.154		.000	.018	.000	.000
CB	R	.318**	.076	.000	.202**	1	-.196**	-.378**	-.271**
	P value	.000	.178	.998	.000		.001	.000	.000
OCP	R	-.274**	.119*	-.006	-.134*	-.196**	1	.228**	.192**
	P value	.000	.036	.913	.018	.001		.000	.001
CDP	R	.464**	-.081	-.049	-.330**	-.378**	.228**	1	.418**
	P value	.000	.155	.385	.000	.000	.000		.000
RE	R	-.337**	-.120*	-.043	-.237**	-.271**	.192**	.418**	1
	P value	.000	.034	.452	.000	.000	.001	.000	
*. Correlation is significant at the 0.05 level (2-tailed).									
**. Correlation is significant at the 0.01 level (2-tailed).									

It was found that except some pairs most of correlations among the talent management practices factors were significant. LDP was found to be significantly correlated only with OCP and RE. WPTA was not found to be correlated with any other talent management practices factor. RS was found to be significantly correlated with all the other factors except LDP and WPTA. Similarly, CB was found to be significantly correlated with all the other factors except LDP and WPTA. On the same track, CDP was also found to be significantly correlated with all the other factors except LDP and WPTA. OCP was found to be significantly correlated with all the

other factors except WPTA. Similarly, RE was found to be significantly correlated with all the other factors except WPTA. All in all it may be inferred that except LDP and WPTA, all other talent management practices factors were significantly correlated with each other. Based on significant relationship between OP and other talent management practices factors, regression was run to determine the impact of talent management practices factor on OP.

5.3.2.1 Multiple Linear Regression (MLR)

Multiple linear regression was employed to assess the impact of talent management practices on performance of the organization. The hypotheses related to the impact of talent management factors were formulated as:

H₁: There is a significant and positive impact of Learning and High Potential Development on Organizational Performance.

H₂: There is a significant and positive impact of Workforce Planning and Talent Acquisition on Organizational Performance.

H₃: There is a significant and positive impact of Retention Strategy on Organizational Performance.

H₄: There is a significant and positive impact of Compensation and Benefits on Organizational Performance.

H₅: There is a significant and positive impact of Growth and Learning Opportunity on Organizational Performance.

H₆: There is a significant and positive impact of Organizational Culture and Policies on Organizational Performance.

H₇: There is a significant and positive impact of Relationship with Employees on Organizational Performance.

Since organizational performance was the dependent variable and the talent management practices factors were the independent variables the following regression equation was formulated:

Organizational Performance = $b_0 + b_1$.Learningand High Potential Development + b_2 .Workforce Planning and Talent Acquisition + b_3 .Retention Strategy + b_4 .Compensation and Benefits + b_5 .Growth and Learning Opportunity + b_6 .Organizational Culture and Policies + b_7 .Relationship with Employees + ϵ .

Here b_0 is intercept or constant and $b_1, b_2, b_3, b_4, b_5, b_6$ and b_7 are the regression coefficients associated with each variable respectively, and ϵ is the error term associated with the regression model. All the seven independent variables were entered into the regression analyses using enter method in SPSS 22.

The obtained value of multiple correlation coefficients (R) was .647 leading to the R^2 of the model to .428. The R^2 of the model indicates that the seven independent variables or predictors explain 42.8% variability in the dependent variable of organizational performance. The adjusted R^2 is 40.6% which is not significantly different from R^2 . Adjusted R^2 means that if the model is estimated from population there would be small reduction of about 2.5% of variance explained in the dependent variable. The standard error of the estimate was 1.2. The obtained R^2 implies that the model explains more than 40% variance in the outcome variable which is quite considerable.

Table 5.67: MLR: Model Summary and Significance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.428	.403	1.20333
a. Predictors: (Constant), WPTA, LDP, RS, CB, GLO, OCP and REL				

Though the variance explained by the model is considerable, the F statistic from ANOVA is analyzed to check whether the amount of variance explained is significantly greater than the amount of unexplained variance in the model. The observed value of F stats is 18.287 with the associated p-value < .000. Since the F stats is significant, therefore the overall proposed model may be considered as a good fit of observed data, this imply significant impact of talent management practices on organizational performance.

Table 5.68: ANOVA Model summary

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	92.154	7	13.165	18.287	.000 ^b
	Residual	218.846	304	.720		
	Total	311.000	311			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), WPTA, LDP, RS, CB, GLO, OCP and REL						

5.3.2.2 MLR: Coefficients

Once the significance of the overall model was established, the coefficients of relationship between dependent variable (organizational performance) and independent variables (talent management practices or factors) were analyzed. These coefficients were represented by b_1 , b_2 , b_3 , b_4 , b_5 , b_6 and b_7 as mentioned above and correspond to the respective talent management practice or factor. These standardized coefficients, ‘t’ values and corresponding significance are also shown in table below:

Table 5.69: Regression Coefficients

Regression Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.288E-17	.048		.000	1.000
LDP	-.046	.049	-.046	-.927	.355
WPTA	.111	.048	.111	2.289	.023
RS	.065	.052	.065	1.264	.207
CB	-.304	.058	.304	-5.284	.000
OCP	-.139	.051	.139	-2.743	.006
CDP	.130	.053	.130	2.459	.014
RE	-.133	.054	-.133	-2.448	.015
a. Dependent Variable: Organizational Performance					

It may be observed from the table that out of seven talent management factors only five have significant impact (p value is < .05 only for five factors) on the

performance of the organization. Hence it may be concluded that hypotheses H₂, H₄, H₅, H₆ and H₇ were supported whereas hypotheses H₁ and H₃ were not supported. It was found that Compensation and Benefits was having largest beta value of .305 significant at $p < .001$ level, this implies that the CB has the strongest impact on organizational performance among the observed talent management factors. It may be concluded that CB is the most important factor for performance of the organization among considered factors. Next factor in line was Organizational Culture and Policies having second largest beta of .139, with p value .006 indicating that OCP was the second most important factor affecting Organizational Performance. Capability Development and Performance, and Relationship with Employees were found to have approximately equal effect size with beta value .130 and .133 and associated p values of .014 and .015 respectively. Hence these two factors were the having third strongest effect on OP. The weakest though significant effect on OP among the observed factors was that of Workforce Planning and Talent Acquisition with beta value of .111 and associated p value .023.

The factors that were not having any significant impact on Organizational Performance are Learning and Potential Development, and Retention Strategy. As expected, LDP didn't have any impact on OP (since the correlation between OP and LDP was not found to be significant). However, it was interesting to know that RS also didn't have a significant impact on OP. It implies that Learning and Potential Development, and Retention Strategy are not significant predictors of Organizational Performance as per the findings of this study.

Table 5.70: Hypotheses Testing Results

Hypotheses Testing Results			
Talent Management Factor	Hypothesis	Predicted Effect On Organizational Performance	Result (Hypothesis Supported or Not)
LDP	H1	Significant & Positive	Not Supported
WPTA	H2	Significant & Positive	Supported
RS	H3	Significant & Positive	Not Supported
CB	H4	Significant & Positive	Supported
OCP	H5	Significant & Positive	Supported
CDP	H6	Significant & Positive	Supported
RE	H7	Significant & Positive	Supported

CHAPTER – VI

CONCLUSION: FINDINGS AND DISCUSSIONS, RECOMMENDATIONS AND FUTURE IMPLICATIONS

This chapter discusses findings from the objectives achieved in the research. For the ease of readers findings are explained objective wise. Further comprehensive discussion is being done relating findings with the literature reviewed in the previous section of the study. The chapter further highlights recommendations to the organizations, certain limitations and future implications of the study.

6.1 Summary of Findings

Objective 1: To study the process and various challenges of Talent Management

Talent Management Process

Talent Management is a crucial process of managing competencies and abilities of employees within the organization. The HR managers are responsible to identify the talent gap and forecast the risk based on various deformations within the organization. Many economic and demographic factors also draw considerable impact on the talent management process. Though the talent management process is not uniform in all Organizations yet many organizations follow almost all the steps of the process.

Talent management is a continuous process which involves complete work life journey of an employee starting from sourcing, attracting, recruiting, selecting, learning and development, employee engagement and culture building, and succession planning. It is very critical for Human Resource department to implement talent management process strategically throughout the organization. According to many researches done previously suggests that low employee turnover and high employee engagement could be achieved by implemented strategic talent management process in the organization. As Talent Management process helps in achieving improved organizational performance by sourcing better person, providing better understanding among employees and management, retaining talented employees within organization,

recognizing the potential and providing appropriate development opportunities to existing employees.

The process of the Talent Management includes stages of acquisition, developing, training, and retaining the employees. Normally it might be illustrated as:

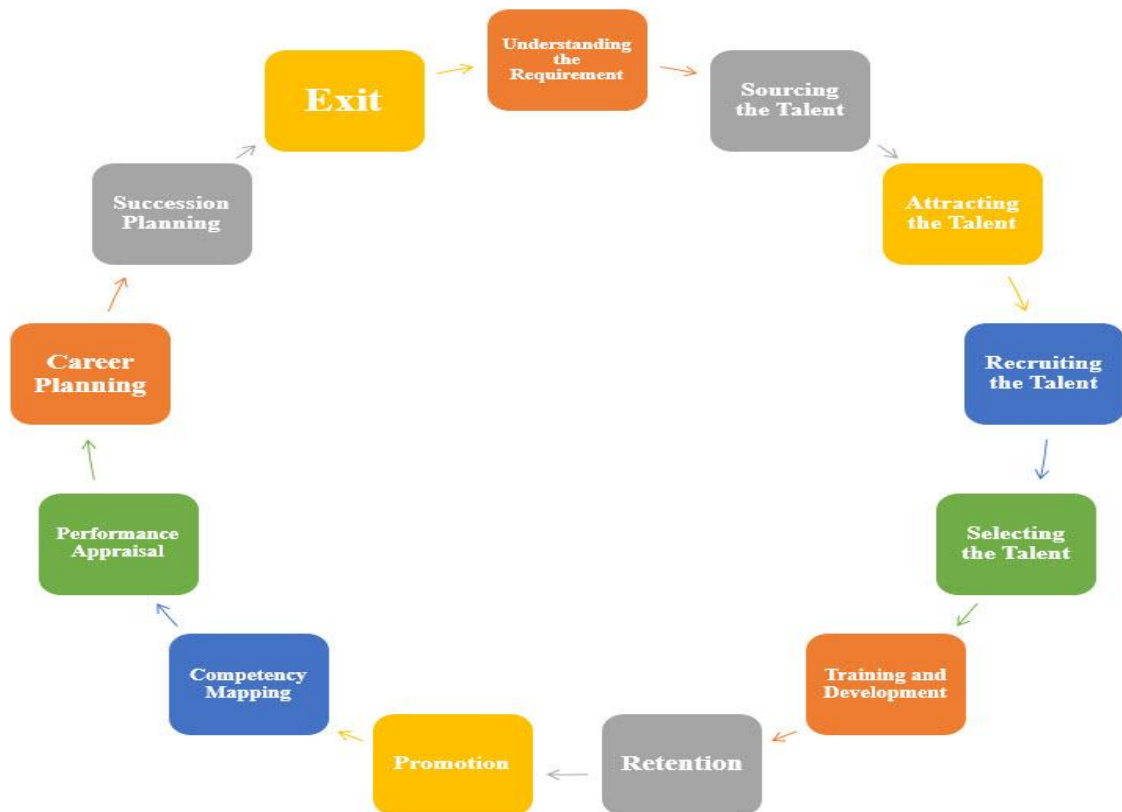


Figure 6.1 Talent Management Process

- **Understanding the Requirement:** It's is the preparative stage and plays an important role in success of the entire process. The main objective is to work out the need of talent. The most activities of this stage are developing job description and job specifications.
- **Sourcing the Talent:** this is often the second stage of talent management method that involves targeting the most effective talent of the trade. Checking out individuals in line with the need is that the main activity.
- **Attracting the Talent:** it's necessary to draw in the proficient individuals to figure with you because the whole method revolves around this solely. On

balance the most aim of talent management method is to rent the most effective individuals from the trade.

- **Recruiting the Talent:** The particular method of hiring starts from here. This is the stage when individuals are invited to join the organization.
- **Selecting the Talent:** This involves meeting with different people having same or different qualifications and ability sets as mentioned in job description. Candidates who qualify this round are invited to join the organization.
- **Training and Development:** Once recruiting the most effective individuals, they're trained and developed to induce the specified output.
- **Retention:** definitely, it's the only real purpose of talent management method. Hiring them doesn't serve the aim utterly. Retention depends on numerous factors like pay package, job specification, challenges concerned in a very job, designation, personal development of a worker, recognition, culture and therefore a fit between job and talent.
- **Promotion:** nobody will add a company at constant designation with same job responsibilities. Job enrichment plays a vital role.
- **Competency Mapping:** Assessing employees' skills, development, ability and competence is that the next step. If needed, conjointly target behavior, attitude, information and future potentialities of improvement. It offers brief idea if the person is fit for promoting further.
- **Performance Appraisal:** measurement the particular performance of a worker is critical to spot his or her true potential. It's to visualize whether or not the person is loaded with further responsibilities or not.
- **Career Planning:** If the individual will handle the work pressure and additional responsibilities well, the management has to set up his or her career in order that he or she feels rewarded. It's smart to acknowledge their efforts to retain them for an extended amount of time.
- **Succession Planning:** Succession planning is all concerning who can replace whom in near future. The worker who has given his best to the organization and has been serving it for a awfully while undoubtedly deserves to carry the highest position. Management has to set up concerning once and the way succession can crop up

- **Exit:** The process ends once an employee gets retired or is no longer a part of the organization.

Challenges while implementing the process of Talent Management

The challenges that came into light during the study include:

1. Matching the right person at right job at right place
2. Retaining talented employees in the organization
3. Identifying people from within the organization who should be invested upon
4. Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation
5. Lack of effective human capital management software

Comparative Study of Challenges Faced by Organizations in their Approach to Talent Management

Challenges Faced by Organizations in their Approach to Talent Management		Mean	Std. Deviation
Matching right person at right job at right place	C1	4.03	1.049
Retaining talented employees in the organization	C2	4.31	.916
Identifying people from within the organization who should be invested upon	C3	3.91	.707
Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation	C4	3.03	.911
Lack of Effective Human Capital Management Software	C5	3.45	.935

Table 6.1: Challenges Faced by Organizations

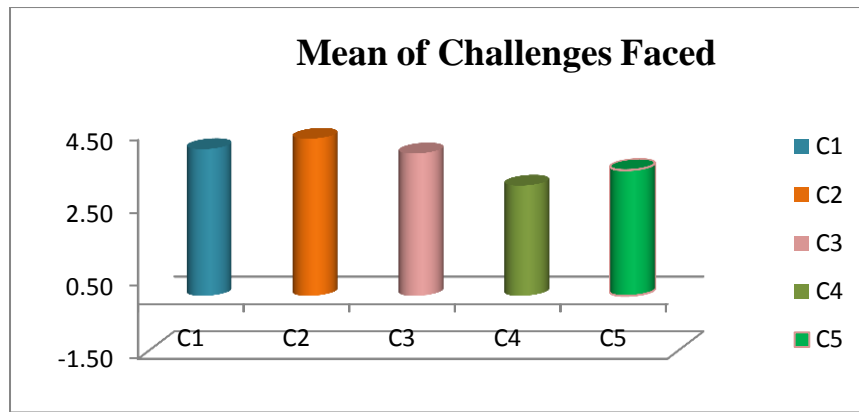


Figure 6.2: Challenges Faced by Organizations

It may be concluded that Retaining Talented Employees in the Organization is the toughest challenge faced by the organizations. This is followed by the challenge of Matching Right Person at Right Job at Right Place which may be considered as second strongest challenge faced by the organizations. Identifying People from Within the Organization who should be invested upon was found to be third important in line followed by the challenge of Lack of Effective Human Capital Management Software. Setting Standards for Ethical Behavior, Increasing Transparency, Reducing Complexities and Developing a Culture of Reward and Appreciation was found to be least important challenge faced by the organizations.

Objective No. 2: To study the ways to retain the best talent

The different retention strategies that were considered for the study include:

1. Real time coordination and HR service delivery beyond physical constraints being provided
2. Organization provides a comfortable, safe work environment and has a good reputation in the community
3. Enriching work experience that affords enough opportunities for growth and learning

4. Continuously augmented workforce competency by imparting new skill sets and revitalizing existing ones
5. Robust and scalable HR process to engage, motivate and retain talent

Comparative study of Retention Strategies

Table 6.2: Comparison of Retention Strategies

Retention Strategies		Mean	Std. Deviation
Real time coordination and HR service delivery beyond physical constraints being provided.	S1	3.63	1.049
Organization provides a comfortable, safe work environment and has a good reputation in the community.	S2	4.06	.916
Enriching work experience that affords enough opportunities for growth and learning.	S3	4.07	.707
Continuously augment workforce competency by imparting new skill sets and revitalizing existing ones.	S4	3.77	.911
Robust and scalable HR process to engage, motivate and retain talent.	S5	3.81	.935

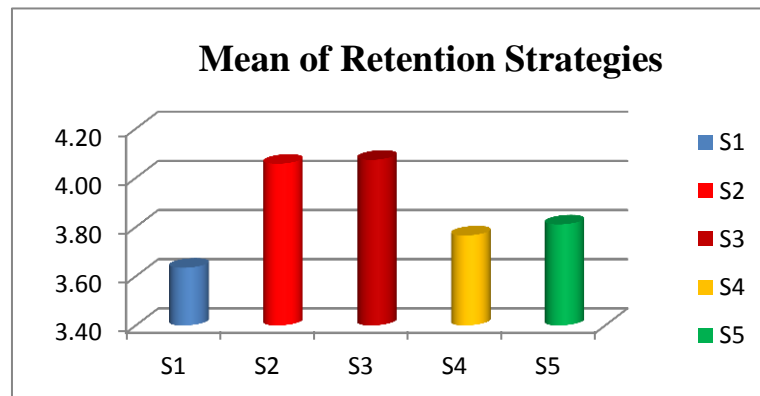


Figure 6.3 Comparisons of Retention Strategies

It may be concluded that Enriching Work Experience is the most preferred retention strategy followed by strategy of Provision of Comfortable & Safe Work Environment. Robust & Scalable HR Processes was found to be third important in line followed by

the strategy of Augmenting Workforce Competency by Imparting New Skill Sets & Revitalizing Existing Ones. Real Time Coordination and HR Service Delivery was found to be least effective retention strategy as perceived by managers.

Objective 3: To study association between age, gender, experience of employees and their satisfaction of talent management practices.

Age and Talent Management Practices

All the WPTA variables are significantly associated with age. All the CDP variables are significantly associated with age. Except one variable all other LHPD variables are significantly associated with age. All the RS variables are significantly associated with age. All the CAB variables are significantly associated with age. Except one variable all other GLO variables are significantly associated with age. All the OCP variables are significantly associated with age. All the REL variables are significantly associated with age. Thus it is concluded that Age is significantly associated with response towards Talent Management Practices followed by the organizations.

Gender and Talent Management Practices

Except one variable all other WPTA variables are significantly associated with gender. Except two variables all other CDP variables are significantly associated with gender. Except two variables all other LHPD variables are significantly associated with gender. Except one variable all other RS variables are significantly associated with gender. Except one variable all other CAB variables are significantly associated with gender. Except one variable all other GLO variables are significantly associated with gender. Except two variables all other OCP variables are significantly associated with gender. All the REL variables are significantly associated with gender. It is

concluded that Gender is significantly associated with response towards Talent Management Practices followed by the organizations.

Experience and Talent Management Practices

Except one variable all other WPTA variables are significantly associated with experience. Except two variables all other CDP variables are significantly associated with experience. Except one variable all other LHPD variables are significantly associated with experience. Only two of the RS variables are significantly associated with experience. All the CAB variables are significantly associated with experience. Except one variable all other GLO variables are significantly associated with experience. Except one variable all other OCP variables are significantly associated with experience. Only two of the REL variables are significantly associated with experience. Therefore, it is concluded that Experience is significantly associated with response towards Talent Management Practices followed by the organizations.

Objective No. 4: To study the influence of age, gender, experience of employees and their various interactions on Talent Management practices and its dimensions separately.

It was found in the study that the Talent Management practices followed by the organizations depend on gender of employees. The population means of Talent Management practices is different for males and females. It was found that the **Talent Management of males is more effective than that of females in the organizations.**

The Talent Management practices followed by the organizations also depend on age of employees. The population means of Talent Management practices is significantly different for at least one pair among lower age, middle age and upper age groups of

employees. It was found that **Talent Management for younger age group is more effective than the Talent Management of both middle and mature age groups which are equally effective.**

The Talent Management practices followed by the organizations also depend on experience of employees. The population means of Talent Management practices is significantly different for at least one pair among less experienced, medium experienced and high experiences professionals. It was found that the **Talent Management of low and high experience groups is equally effective and better than those having medium level of experience.**

Further, the study reveals that the Talent Management practices followed by the organizations depend on gender differently for different categories of age, and vice versa. It was found that the **Talent Management of males of younger age is more effective than that of females of that group. Whereas the Talent Management for males and females in mature age group is equally effective, while no conclusions can be drawn for mature age group.**

The Talent Management practices followed by the organizations depend on gender differently for different categories of experience, and vice versa. It can be concluded that the **Talent Management of males of low experience is more effective than that of females of that group. Whereas the Talent Management of male and female in medium and high experience group are equally effective.**

The Talent Management practices followed by the organizations **do not** depend on age differently for different categories of experience, and vice versa.

The two-way **interaction** between demographic variables is **not different** across levels of a third demographic variable as far as Talent Management practices followed by the organizations are concerned.

Objective 5: To study the correlation between talent management practices and financial performance of business organizations.

It was found that except some pairs most of correlations among the talent management practices factors were significant. LDP was found to be significantly correlated only with OCP and RE. WPTA was not found to be correlated with any other talent management practices factor. RS was found to be significantly correlated with all the other factors except LDP and WPTA. Similarly, CB was found to be significantly correlated with all the other factors except LDP and WPTA. On the same track, CDP was also found to be significantly correlated with all the other factors except LDP and WPTA. OCP was found to be significantly correlated with all the other factors except WPTA. Similarly, RE was found to be significantly correlated with all the other factors except WPTA. All in all it may be inferred that **except LDP and WPTA, all other Talent Management practices factors were significantly correlated with each other. Most importantly OP was found to be significantly correlated with all the other extracted TMP factors.**

Based on significant relationship between OP and other talent management practices factors, regression was run to determine the impact of talent management practices factor on OP.

Further, It was found that out of seven talent management factors only five have significant impact (p value is $< .05$ only for five factors) on the performance of the

organization. It was found that Compensation and Benefits was having strongest impact on organizational performance among the observed talent management factors. It may be concluded that **CB is the most important factor for performance of the organization among considered factors.** Organizational Culture and Policies was the second most important factor affecting OP. Capability Development and Performance, and Relationship with Employees were found to have approximately equal effect size. Hence these two factors were having third strongest effect on OP. The weakest though significant effect on OP among the observed factors was that of Workforce Planning and Talent Acquisition. Learning & Potential Development and Retention Strategy were not having any significant impact on OP. It implies that **Learning and Potential Development, and Retention Strategy are not significant predictors of OP** as per the findings of this study.

Objective 6: To obtain the best possible suggestions in order to increase the effectiveness of talent management practices

Various suggestions were received during the study which may be incorporated while framing HR strategies in the organizations. HR managers can make use of technology as a part of business strategy, enhancing communication between department managers and HR cell in the organization, thereby enabling cost cutting and visualizing the talent of the entire workforce. Different HR and Analytics software are available which can reduce time and cost and thereby enhance productivity. Technology helps to provide capabilities in HR department from on boarding to payroll, further to workforce management to benefits management. The software products which provide open data, proprietary data, as well as machine learning which can help the recruiters to identify the right talent for the job. The performance

management software helps the organization to set as well as measure its goals in a more effective manner

The organizations have always relied on regular performance appraisals for encouraging employees to perform better and achieve personal as well as organizational goals effectively. Today is the need of bridging the performance gaps which cannot be done by solely practicing the performance appraisal system. To maximize the overall performance of employees, HR managers need to provide training, mentoring, and coaching the employees on a regular basis so as to polish and refine their talents. The Talent Management practices should include the practice of providing regular and quality feedback from the employees. By merging talent management and performance management, managers can take quick and appropriate corrective actions to address small issues. Organizations should provide various learning, training and development opportunities for the employees to achieve the long-term goals. This will further increase employee's job satisfaction and reduce rate of attrition.

By incorporating competency mapping and succession planning, organizations could be able to nurture hidden potentials of their employees and retain talented employees for longer period of time in the organization. As organizations continue to pursue high performance and improve results through human capital management practices, they are taking a holistic approach to talent management – from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact.

By incorporating competency mapping and succession planning, organizations could be able to nurture hidden potentials of their employees and retain talented employees for longer period of time in the organization.

Sector specific research could achieve better understanding towards area of Talent Management and through light on key strategies which can be effective in a particular sector or industry.

6.2 Discussions

The Talent Management process, undertaken by the organizations, is a continuous process which involve the stages of understanding the requirement, sourcing the talent, attracting the talent, recruiting the talent, selecting the talent, training and development, retention, promotion, competency mapping, performance appraisal, career planning, succession planning, and exit. Various challenges regarding talent management practices include attracting and retaining the talent within the organization for a longer period of time, and providing proper training on a regular basis so as to polish and refine the talent within the workforce.

From the literature review conducted as well as the research done, it is evident that the talent management practices which are followed by the organizations depend on age, gender, and experience of employees. It was found that the talent management for younger age group is more effective than the talent management of both middle and mature age groups which are equally effective. Thus, there is a linear function between age and talent management practices. The study shows that female employees have negative effect of talent management practices because male employees look talent management practices as opportunities for growth and improvement, while female employees look it as an increase in bar resulting in more work. The talent management practices followed by the organizations also depend on experience of employees. At having low experience, the talented employees work towards gaining good experience by making good use of training and development that is being provided to them. While with the employees having high experience, they are less likely to be affected by Talent Management practices because they are

aware that their talent has reached a saturation point. It is obvious that after reaching the saturation point, it will be difficult for them to switch to the other organization. They are well aware of the competition in the market that revolves around the talent management practices. Apart from this, the employees who have medium level of experience can switch easily for even a small hike in the compensation. They know the worth of their talent as well as they hold the good experience.

The organizations generalize the Talent Management practices but the perspective of employees towards these practices may differ. Comparing the perspective according to the combination of gender and experience, it can be understood that males of low experience are greatly affected by talent management practices adopted by the organizations as compared to the females with low experience. The males having low experience at work are ready to take up challenging work and are ready to put work-personal life balance at stake. Thus, if they are doing it, they need that the organizations understand the worth of their talent and compensate according to their performance. At the same time, the females with low experience want to be compensated according to the talent they possess and how they utilize their talent to set the benchmark of the organization in the market. At the same time, the males and females with medium and high experience are equally affected by talent management practices. With greater experience, they are able to judge easily that the talent management practices adopted are for their benefit or not. They can assess if these practices are giving them worth for the talent and experiences they possess.

In the literature review, it was evident that a positive relation exists between talent management and performance of the organization. The findings achieved through the present study conducted goes contradictory to the findings mentioned in literature review, in terms of demographic factors. In previous studies, it was found that demographic factors like age, gender, and experience contribute in making talent management strategies by the organizations. Contradictory to this, the present study found that these demographic factors are becoming flexible according to the technological change. Thus, the impact of demographic factors is becoming less as compared to the impact of monetary and non-monetary benefits on the talent management practices. Today, the talented employees, irrespective of age, gender,

and experience, are ready to switch to the other organization for better monetary and fringe benefits.

6.3 Recommendations

Based on the findings and discussions of the present study, it is highly recommended that every organization should focus on getting right talent by aligning the talent management strategies with its vision and mission. As per the findings, it has been seen that different organizations follow different patterns of forming strategies for executing talent management practices whereas there is a need of uniform practices to be followed. Here, uniform practices refer that the basis of framing strategies should be uniform while the respective organization can frame innovative ideas for implementing talent management practices. The present study showed that demographics play an important role in framing strategies for talent management practices for enhancing the overall organizational performance while various challenges were outlined which need to be addressed to retain the talent.

Out of the retention strategies that are presently followed by the organizations, it is evident that to retain the competencies of the workforce by imparting new skills and polishing the old ones did not work much for the organizations. But, at the same time, it has to be understood that in the fast-changing world with growing technology, it has become essential for the employees to be updated with the business environment. With great exposure to the outside environment, the competencies of employees can be enhanced. The need is of imparting new skills and creating awareness about its importance among the employees.

As per the demographics are concerned, the study has focused on age, gender, and experience of the employees. It has been felt that there is a need of increasing gender equality in the organization as a measure of retaining strategies of the talented employees. Most of the organizations usually prefer to make talent management strategies according to the male employees. But, with rising gender equality, it is necessary that organizations give equal prominence to male as well as female employees. Further, equal opportunities should be given to the employees so as to analyze their talent and competencies, irrespective of age. Finally, experience of employees does matter when it comes to the polishing and development of their talent.

The talent management practices and strategies for the same should solely be based on talent, rather than on the basis of any particular demographic factor. One of the reasons for this is that if the organizations go on to prepare strategies on the basis of demographic factors, those strategies might turn out to be complex and create confusion among the employees. At the same time, it has to be seen that the strategies for talent management are flexible according to different constraints like time, place, market situation or other circumstances.

The factors that were undertaken for studying the impact of Talent Management on organizational performance showed that the major factor which affected the talent management with reference to the overall increase in organizational performance is the compensation and fringe benefits that the organization provides to the employees. The performance appraisal cannot be considered as the sole criteria for encouraging, motivating and retaining talent within the organization. Witnessing the war of talents, it is possible that talented employees switch to another organization in case of getting a hike in the salary. Thus, the organizations should take steps to get the right compensation and fringe benefits in accordance with the talent of employees. But, at the same time, the gap between the compensation should not be widened that it causes discrimination within the organization.

Evolutionary approach and revolutionary approach can affect the organization's approach towards talent management permanently. Today, when organizations are competing in cut-throat market with a sort of rat race, it has become increasingly important to put efforts to follow the principles of talent management, basically focusing on acquiring, developing, training and retaining talent as "best fit" for the organization. The organizations should focus on framing strategies much stronger and flexible which can be customized according to the need of time, with special focus on economic cycles prevailing in the market.

6.4 Limitations

The empirical study conducted here has a number of limitations. Some of the limitations can be listed as only two variables, Talent Management Practices and organizational performance, are being considered as the base of the conclusion. Since the population is too huge, it is practically not possible to cover each and every unit.

Therefore, the concept of sampling would be used to form a group that would be researched upon, and results generalized thereof. We choose 10 Indian firms – 5 from public and 5 from private sectors. Out of these total members 312 are selected for study using purposive/judgmental sampling technique.

The study experienced an initial slow response from the respondents who were mainly busy senior managers of the IT companies but this was mitigated by having constant follow up on phones and the physical visits to the respondents' offices by use of research assistants. The study however overcame the limitations by having a letter of introduction from the university to assure the respondents that the information provided would be used for academic purposes only and would thereby be treated with confidentiality.

The study further assumes that the respondents have given an unbiased response. It is difficult to predict the human behaviour unlike in some scientific experiments. Thus, many aspects of the study were measured on the basis of the questionnaire with objective questions. Further, the study uses selected statistical tools which are relevant to the research study and thus having limited generalizability. Also, the time factor in collecting the responses as in conducting the research study would be limiting factor.

6.5 Future Implications

Through the results of the present study, it can be estimated that the upcoming decade is all set to give more exposure to technology, thereby giving exposure to the necessity of talent management. The demographic factors have been considered in the present study to understand the impact of talent management on organizational performance. Apart from the demographic factors, there are various factors which impact the organizational performance. So, the future researchers can consider the present study as a base for their further research on linkage between talent management and organizational performance.

In the upcoming era, it can be predicted that talent management will face a drastic change because of the widespread of social media. Some social media websites and apps like LinkedIn, and Taleo's talent market can enhance the capabilities of the organization towards finding the best talent quickly from all over the world. The organizations can find suitable talent which can bridge the gap between supply and

demand. With the rise in popularity of open sourcing and crowd sourcing, the companies can source the brainpower at a relatively low cost, along with increase in internal mobility. Through the study conducted, different trends are witnessed which can empower talent management in future. These include following:

- Local scarcity but global abundance of talent
- In context of national demographics, relatively few young employees than older employees may head towards retirement rapidly
- Rise in generation gap at work
- More remote, diverse, and virtual workforce having different attitudes towards work
- Innovative work methods along with strong bond between suppliers and users of talent

Today, talent is present all over the world. The need is to tap the right talent for the right job at the right time. The focus of talent management should shift from a single employee talent to talent present globally. In the fast-moving era, a talented person is much flexible and ready to relocate where he/she gets good return of his/her potential. The traditional society is transforming to knowledge-based society. The younger people have full freedom to manage their careers according to their convenience. Every now and then, the meaning of the term “talent” is changing according to the need of the organization at particular place and time. Thus, it is essential that talent management practices be customized at individual level and then at global level. This has given rise to some principles which can guide the HR managers to frame strategies for talent management practices. These are listed below:

- Technology can enhance the effectiveness of talent management practices
- Employees, who temporarily get in touch with the organization, can be customers too. Thus, talent management practices should focus on marketing as well as supply chain management

- Effectiveness of talent management can be impacted by the introduction of globalization resulting in fewer boundaries
- With the diversity among people and different employment relationships, it has become important to bring unity via cross-cultural communication and sharing organizational culture.

Though various studies have been undertaken about talent management and its necessities, there are various issues which might erupt in future and thus future studies can be done for getting answers of the same. Some of these issues include:

1. What may be the upcoming theoretical insights which can contribute to the development of talent management? How could these issues help the overall organization to break the set boundaries?
2. What may be the innovative models of talent management practices?
3. What are the different approaches that the organization may undertake towards talent management, and how the employees would perceive those approaches?
4. What might be the mechanisms that can link global diversity with talent management practices followed by the organizations? How this linkage can get profit for the organization?
5. What are the different barriers that talent management may face in the context of employee, and the organization as a whole? What measures could be undertaken to overcome such barriers?
6. What might be the changes that HR managers and the organizational leaders may face to foster sustainable and ethical global, regional and local talent management?
7. What might be the different forms that talent management can be undertaken in different size of organizations? Also, how these models can help in the overall development of the organization?

8. What are the existing theoretical gaps between expatriation and talent management practices? How might these gaps be able to be bridged in the upcoming future?
9. What measures can be adopted by the organizations to improve employee engagement, with reference to cross-cultural talent management practices? What are the possible challenges that organizations can face and the methods to address such challenges?
10. What might be the change in roles of stakeholders in framing strategies for talent management? How can their interest affect the organization to improve the talent management practices?

6.6 Concluding Note

The most important asset of the organization is human capital. The necessity of effective talent management practices is rising. There are various benefits of implementing the talent management practices in the organization effectively, which include acquisition, selection and retention of talent within the organization. These talent management practices are required at both the levels, external as well as internal. The internal talent management practices include performance appraisal, fringe benefits, and promotion, while the external talent management practices focus on hiring the best talent among the pool of talents that is present in the outside world, ready to be captured.

Globally, it has been realized that the talent management can play a great role for the company to rule in the market. With good strategies and innovative ideas to design the future of the company, it can earn a great deal of profitable. The requirement of the workforce should be fulfilled in such a way that the company earns the best talent for that particular required position. It is the talent that speaks up in the market. If the company is able to achieve the best as well as talented employees, half the battle is won. Thus, it is the duty of the HR managers to search for the best possible talented employee which can strategically earn laurels for the company. If the right position is filled with the right individual, the company can benefit exponentially. It is the talent that beats the talent. So, again if the managers are able to hire the best talented

employee for the company, it is the duty of managers only to get the talent of the employee polished from time to time.

The organization cannot progress if it limits the number of best pillars it needs to survive. In fact, the aim of the organization should be that all the pillars that support the organization are equally talented and work towards the betterment of the organization. Though it is practically difficult to get all the talented individuals under one roof, but at the same time, it needs to realize that the more talented individuals are, the more competent the organization will be.

India is also undergoing the same talent global crisis. Talent management stands as an important part for Indian market because of the increasing need of talented candidates in the present as well as future scenario. In today's "talent –drought" hit scenario, it is the responsibility of HR executives and managers to identify gaps that exists, predict talent shortfalls, thereby focusing on making plans and strategies to improve the availability status of talent needed for the position.

India is becoming the great outsource capital of the world. Thus, even the small problems can arise as the great challenges that executives and HR may focus. At present, the biggest challenge that India is facing that there is a scarcity of the qualified graduates. Though the country has the second most population in the world, the supply of talent is relatively less than the demand of the talent. One of the reasons is that most of the talented individuals feel that they are unable to get deserving incentives from Indian companies, so they switch to abroad. So, the necessity is to understand how the talent management be well-suited so that the companies in India can attract as well as retain the talented individuals. Also, the young talented graduates should be nurtured properly so that their talents can be channelized in a right direction.

Uttar Pradesh, at specific, has a limited number of MNCs because of different factors. Some of these factors include lengthy procedure of documentation of the organization, government policies, lack of proper infrastructure, and lack of higher educational institutions. In addition to this, the local job applicants opt to relocate because of the mindset that in industrial hubs, they can earn more benefits. Thus, the organizations in Uttar Pradesh are struggling to get the best talent for the right

position in their organization. They are facing attraction and retention challenges. At the same time, they are framing the strategies for talent management practices flexible witnessing the demographics of the area.

The study with its concentration in Uttar Pradesh felt that the challenges faced by the organizations here are far more as compared to the organizations in various industrial hubs like Bengaluru, Delhi, and other metropolitan cities. At present, the biggest challenge that the organizations at Uttar Pradesh are facing is the scarcity of the qualified graduates. The talented candidates which may contribute to the organizational performance relocate to work in bigger and advanced cities which can enhance their value and polish their talents for the better. The HR executives and managers need to team up with various institutions, either government-aided or private, to provide the proper training to the future job candidates. In today's "talent – drought" hit scenario, it is the responsibility of HR executives and managers to identify gaps that exists in Uttar Pradesh, predict talent shortfalls, thereby focusing on making plans and strategies to improve the availability status of talent needed for the position.

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Pilot Study

A pilot study was conducted on 31 respondents before comprehensive data collection. Respondents mainly consist of the employees of different companies. All the factors or constructs of interest were tested for the reliability and validity of their instruments through which they were measured. Cronbach's Alpha measure was employed to test the reliability of the constructs whereas the validity of the scale was ascertained by extracting the average variance of the construct through 'One Factor' exploratory factor analysis.

Reliability Analysis

A total of ten constructs were planned to be measured in the questionnaire. The first eight constructs were related to 'Talent Management Practices' of the companies whereas last two constructs represented the 'Effects of Talent Management Practices on Organizational Performance'. Reliability analysis was conducted separately for each construct with the option of '*Scale if item deleted*'. The results of the reliability analysis for constructs are shown in table below. It was observed that the values of Cronbach's Alpha for most of the constructs are more than 0.7. The accepted value of alpha is between 0.7 to 0.8 and values above this are very much stable. The value for the construct measuring 'Compensation and Benefits' was .587 which quite low and non-acceptable. Now the '*scale if item deleted section*' was referred and it was found that if the 3rd item (CAB3) of this scale is deleted then the value of alpha would become .707 for this scale. The analysis was run after excluding the 'compensation and benefits' 3rd item and it was found that the alpha is .707. Since the value was in

acceptable range the 3rd item of ‘compensation and benefits’ scale had to be removed from the survey for actual data collection.

Reliability Analysis for Talent Management Practices

Reliability Analysis							
SN	Constructs	Cronbach's Alpha	Items	Item-Total Statistics			
				Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Workforce Planning & Talent Acquisition	0.853	WPTA1	15.34	10.820	.638	.831
			WPTA2	15.43	9.311	.780	.791
			WPTA3	15.37	9.711	.783	.792
			WPTA4	15.40	9.306	.759	.797
			WPTA5	15.26	11.550	.403	.888
2	Capability, Development & Performance	0.821	CDP1	14.94	15.761	.820	.895
			CDP2	15.00	15.706	.771	.905
			CDP3	14.86	15.597	.809	.897
			CDP4	14.94	15.055	.842	.890
			CDP5	14.77	16.829	.715	.915
3	Leadership & High Potential Development	0.919	LHDP1	14.54	9.667	.658	.772
			LHDP2	14.80	10.341	.617	.784
			LHDP3	14.77	9.946	.692	.762
			LHDP4	14.97	10.499	.617	.785
			LHDP5	14.40	11.482	.486	.820
4	Retention Strategy	0.873	RS1	15.40	7.600	.828	.813
			RS2	14.66	9.526	.586	.873
			RS3	14.89	9.457	.693	.850
			RS4	15.17	8.499	.783	.826
			RS5	15.31	9.222	.634	.862
5	Compensation and Benefits	0.578	CAB1	13.17	5.970	.372	.503
			CAB2	13.26	6.314	.480	.445
			CAB3	13.43	8.605	-.029	.707
			CAB4	13.31	6.281	.600	.399
			CAB5	13.34	6.350	.386	.493

Reliability Analysis Continued...							
SN	Constructs	Cronbach's Alpha	Items	Item-Total Statistics			
				Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
6	Growth and Learning Opportunity	0.789	GALO1	15.31	6.692	.719	.693
			GALO2	14.91	8.022	.613	.734
			GALO3	14.80	7.576	.600	.739
			GALO4	14.74	9.961	.329	.812
			GALO5	14.86	8.361	.586	.744
7	Organizational Culture & Policies	0.935	OCAP1	14.83	13.676	.752	.933
			OCAP2	14.80	11.400	.834	.923
			OCAP3	14.34	12.173	.876	.910
			OCAP4	14.69	11.692	.931	.899
			OCAP5	14.37	14.064	.783	.930
8	Relationship	0.954	REL1	14.60	19.306	.888	.941
			REL2	14.60	18.247	.855	.948
			REL3	14.34	19.526	.895	.940
			REL4	14.31	20.634	.881	.945
			REL5	14.60	18.012	.882	.943
9	Organizational Performance (Financial)	0.782	OPF1	15.10	7.147	.645	.710
			OPF2	15.00	8.947	.397	.787
			OPF3	14.95	6.155	.788	.650
			OPF4	14.55	7.945	.464	.772
			OPF5	14.80	7.958	.505	.757
10	Organizational Performance (Non Financial)	0.577	OPNF1	15.14	4.329	.362	.509
			OPNF2	15.19	4.362	.389	.498
			OPNF3	15.33	4.433	.248	.571
			OPNF4	15.29	4.814	.239	.568
			OPNF5	15.43	3.257	.463	.437

Similarly for 'Organizational Performance (Non Financial)' construct the value is .577 which quite low and non-acceptable. Now again, the 'scale if item deleted section' was referred and it was found that if the 4th item (OPNF5) of this scale is deleted then the value of alpha would become .707 for this scale. Therefore an

analysis was run after excluding the ‘Organizational Performance (Non Financial)’ 4th item and it was found that the alpha is .614. According to Kline (1999) for psychological constructs a value less than .7 is also acceptable given it is not substantially low and a value of up to .6 is very much satisfactory for its reliability. Since the value was in acceptable range the 4th item of ‘Organizational Performance (Non Financial)’ scale had to be removed from the survey for further data collection.

Reliability Analysis ‘If item deleted’

Reliability Analysis							
SN	Construct	Cronbach's Alpha	Items	Item-Total Statistics			
				Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
5	Compensation and Benefits	0.717	CAB1	9.97	4.793	.475	...
			CAB2	10.06	5.173	.594	...
			CAB4	10.11	5.869	.507	...
			CAB5	10.14	5.420	.430	...
10	Organizational Performance (Non Financial)	0.614	OPNF 1	11.33	3.333	.345	...
			OPNF 2	11.38	3.248	.426	...
			OPNF 3	11.52	3.362	.250	...
			OPNF 5	11.62	2.448	.419	...

Validity Analysis

The validity of the survey instruments was established by checking the Average Variance Extracted (AVE) from the items of each factor or construct. The AVE was analyzed by conducting the ‘One Factor’ exploratory factor analysis (EFA). This method includes running EFA on instruments of each constructs separately to check the number of factors converging in the items of a particular construct and to analyze

the total variance explained by the converged factor. If only one factor is converged in the items of priori construct and the total variance explained by the converged factor is more than 50% then the construct or factor is considered to be valid. The results are shown in below table.

Validity Analysis - One Factor EFA

Total Variance Explained								
SN	Constructs	Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
			Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	Workforce Planning & Talent Acquisition	WPTA1	3.222	64.445	64.445	3.222	64.445	64.445
		WPTA2	.799	15.984	80.429			
		WPTA3	.460	9.196	89.625			
		WPTA4	.281	5.622	95.248			
		WPTA5	.238	4.752	100.000			
2	Capability, Development & Performance	CDP1	3.779	75.590	75.590	3.779	75.590	75.590
		CDP2	.522	10.436	86.025			
		CDP3	.299	5.972	91.998			
		CDP4	.254	5.083	97.081			
		CDP5	.146	2.919	100.000			
3	Leadership & High Potential Development	LHDP1	2.920	58.398	58.398	2.920	58.398	58.398
		LHDP2	1.056	21.112	79.511			
		LHDP3	.426	8.514	88.025			
		LHDP4	.377	7.548	95.573			
		LHDP5	.221	4.427	100.000			
4	Retention Strategy	RS1	3.337	66.734	66.734	3.337	66.734	66.734
		RS2	0.615	12.295	79.029			
		RS3	.520	10.399	89.428			
		RS4	.325	6.497	95.925			
		RS5	.204	4.075	100.000			

Total Variance Explained								
SN	Constructs	Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
			Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
5	Compensation and Benefits	CAB1	2.168	54.194	54.194	2.168	54.194	54.194
		CAB2	.881	22.021	76.215			
		CAB4	.542	13.551	89.766			
		CAB5	.409	10.234	100.000			
6	Growth and Learning Opportunity	GALO1	2.725	54.502	54.502	2.725	54.502	54.502
		GALO2	.925	18.502	73.004			
		GALO3	.615	12.297	85.301			
		GALO4	.457	9.140	94.441			
		GALO5	.278	5.559	100.000			
7	Organizational Culture & Policies	OCAP1	4.011	80.213	80.213	4.011	80.213	80.213
		OCAP2	.399	7.982	88.194			
		OCAP3	.321	6.423	94.618			
		OCAP4	.176	3.520	98.137			
		OCAP5	.093	1.863	100.000			
8	Relationship	REL1	4.275	85.503	85.503	4.275	85.503	85.503
		REL2	.273	5.465	90.968			
		REL3	.224	4.476	95.445			
		REL4	.150	2.993	98.438			
		REL5	.078	1.562	100.000			
9	Organizational Performance (Financial)	OPF1	2.684	53.678	53.678	2.684	53.678	53.678
		OPF2	.962	19.237	72.915			
		OPF3	.671	13.429	86.344			
		OPF4	.428	8.552	94.895			
		OPF5	.255	5.105	100.000			
10	Organizational Performance (Non Financial)	OPNF1	1.785	44.629	44.629	1.785	44.629	44.629
		OPNF2	.929	23.225	67.854			
		OPNF3	.726	18.140	85.994			
		OPNF5	.560	14.006	100.000			

Extraction Method: Principal Component Analysis.

The results of ‘One Factor’ exploratory factor analysis (EFA) are consolidated in table below. It may be observed from table that for nine constructs (constructs no. 1, 2, 4, 5, 6, 7, 8, 9 & 10) only one factor is extracted from the instruments of each priori construct and the AVE from each factor extracted from each factor was satisfactorily greater than 50% with the Eigen values of the extracted factors far greater than one.

Validity Analysis - Results of ‘One Factor’ EFA

Validity Analysis - Results of EFA					
SN	Constructs	No. of Items	No. of Factor/s Extracted	Eigen Value of Factor/s	%age Variance Explained
1	Workforce Planning & Talent Acquisition	5	1	3.22	64.5
2	Capability, Development & Performance	5	1	3.77	75.5
3	Leadership & High Potential Development	5	2	2.9 & 1.05	58.3
4	Retention Strategy	5	1	3.3	66.7
5	Compensation and Benefits	4	1	2.1	54.2
6	Growth and Learning Opportunity	5	1	2.75	54.5
7	Organizational Culture & Policies	5	1	4.1	80.2
8	Relationship	5	1	4.2	85.5
9	Organizational Performance (Financial)	5	1	2.6	53.6
10	Organizational Performance (Non Financial)	4	1	1.7	54.6

It may be observed from the table that for construct three, 2 factors may be extracted.

It may also be observed from table 1.3 that the Eigen Value of instrument number two is more than 1 therefore it may also be considered as a factor. Since we want only one factor from all the instruments, the instrument number two is deleted from the

analysis. After deletion the analysis was run for only four instruments and it was found that now only one factor is extracted with Eigen Value 2.4 explaining 61% of the total variance as shown in table below.

Validity Analysis - Results of 'One Factor' EFA

Total Variance Explained								
SN	Constructs	Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
			Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
6	Leadership & High Potential Development	LHDP1	2.442	61.062	61.062	2.442	61.062	61.062
		LHDP3	.795	19.875	80.937			
		LHDP4	.425	10.624	91.561			
		LHDP5	.338	8.439	100.000			

Extraction Method: Principal Component Analysis.

After the pilot analysis it was concluded that, in all three instruments had to be removed from the scale. Form reliability analysis it was concluded that the 3rd element from the construct 'Compensation and Benefits' and 4th instrument from the construct 'Organizational Performance (Non Financial)' had to be removed. From validity analysis it was concluded that 2nd instrument form the construct 'Leadership & High Potential Development' had to be removed. Hence the remaining instruments in the scale as shown in the below table were considered to be reliable and valid to be administered to the final respondents.

Number of Validated instruments in each Construct

Final Scale		
SN	Constructs	No. of Items
1	Workforce Planning & Talent Acquisition	5
2	Capability, Development & Performance	5
3	Leadership & High Potential Development	4
4	Retention Strategy	5
5	Compensation and Benefits	4
6	Growth and Learning Opportunity	5
7	Organizational Culture & Policies	5
8	Relationship	5
9	Organizational Performance (Financial)	5
10	Organizational Performance (Non Financial)	4

QUESTIONNAIRE FOR EMPLOYEES

Instruction: As a part of my Research I need to collect primary data from various sources. This includes opinion of Managers and Employees. I request you to help me by filling the questionnaire attached with this letter and help me in completing my Research. This information in the form of answers is purely for my research and academic purpose only. I assure you that the information obtained from your end will be kept confidential.

I express my sincere thanks for sharing your valuable time and extending your cooperation in this regard.

Employee Name (optional): _____

Employee Organization (optional): _____

Employee Designation: _____

Employee Age: Less than 30 between 31-40 More than 41

Sex: Male Female

How long have you been working for the company?

2-5 years 6-10 years 10 years and above

For the following sections, please indicate the extent to which you agree or disagree with the following statements: SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD Strongly Disagree.

SNO.	STATEMENTS	SA	A	N	D	SD
	How do you identify Talent?					
A	By Competencies:					
	Creating profile of leadership jobs.					
	Creating profile management.					
B	By Results:					
	Subjective measures like total contribution/team effort etc.					
	Accountable for complex jobs.					
	Objective measures like sales, profit margin etc.					
C	By Potential:					
	Accumulated skills/experience					
	Ability to learn new skills.					
	Willing to tackle bigger/complex challenges.					
	CHALLENGES FACED BY ORGANIZATIONS IN THEIR APPROACH TO TALENT MANAGEMENT					
	Matching right person at right job at right place					
	Retaining talented employees in the organization					
	Identifying people from within the organization who should be invested upon					
	Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation					
	Lack of Effective Human Capital Management Software					

1	WORKFORCE PLANNING AND TALENT ACQUISITION					
	This organization attracts the right kind of personnel that helps it grow.					
	Recruitment methods used are efficient and suitable.					
	Organization has right talent for its present as well as future strategies.					
	This organization uses competency-based recruitment practices (competency identification and behavioral assessment) to hire the right staff.					
	Organization consistently attracts high quality applicants.					
2	CAPABILITY, DEVELOPMENT AND PERFORMANCE					
	Managers consistently provide ongoing developmental feedback to support and encourage employee development.					
	Employees' salaries and bonuses are linked to performance or the development of competences.					
	Employee have a clear picture of skills they should build to support business growth.					
	Employees are encouraged from superiors for creating new ideas and innovation in job.					
	Organization provides its employees with opportunities for growth and development.					
3	LEADERSHIP AND HIGH POTENTIAL DEVELOPMENT					
	Senior leaders are viewed as corporate assets.					
	Developmental assignments are used to address specific leader development needs.					
	Organization Provides meaningful pay differentiation to high performers/high potentials through both base and variable pay.					
	CEO and board of Directors are actively involved with leadership development activities.					

4	RETENTION STRATEGY					
	Real time coordination and HR service delivery beyond physical constraints being provided.					
	Organization provides a comfortable, safe work environment and has a good reputation in the community.					
	Enriching work experience that affords enough opportunities for growth and learning.					
	Continuously augment workforce competency by imparting new skill sets and revitalizing existing ones.					
	Robust and scalable HR process to engage, motivate and retain talent.					
5	COMPENSATION AND BENEFITS					
	Salary that I receive is adequate.					
	I get frequent salary review and increments.					
	I get sufficient perks.					
	I get competitive remuneration package.					
6	GROWTH AND LEARNING OPPORTUNITY					
	Organization is much concerned about my career development and offers support and resources for it.					
	Training programmes provided by the organization are adequate for my development.					
	Apart from financial benefits, career growth, work culture and international opportunities are important for me.					
	I think my job is challenging to fully utilize my capabilities.					
	I am satisfied with this company as a place to work compared to other places.					
7	ORGANIZATIONAL CULTURE AND POLICIES					
	HR policies are effective to keep employee motivated and keeps retained with the organization.					

	Policies and rules are uniformly applied to all.					
	I find myself comfortable with the organization culture.					
	Organization is much concerned about my quality of work life.					
	I believe that my job is purposeful for attaining the objectives of the organization.					
8	RELATIONSHIP					
	Senior managers are much concerned about their employees.					
	Senior managers treat all employees as equal.					
	I am getting required support from my superior and concerned authorities.					
	My work is often being recognized and praised by my superiors.					
	Management takes regular feedback from the employees.					

Statements relating to the Effects of Talent Management Practices on Organizational Performance

SNO.	STATEMENTS	SA	A	N	D	SD
Financial	The talent retention strategy of organization has led to increase of sales					
	The formal succession planning of the organization has contributed to a high return of investment					
	Talent management practices in the organization have led to increase in profitability					
	The organization's internal recruitment policy helps uplift employees morale.					
	Organization's robust approach to building internal leadership capacity increases the financial returns in critical financial measures					
Non Financial	In the organization we believe talent management practices increases employees competitiveness					
	Talent management practices in the organization led to increased employee productivity					
	Investment in skill management and deployment is linked to firm's financial Performance.					
	The organization believes an interesting and challenging job will increase employees' productivity					

Suggestions if any

.....

Thank You

KEY DEFINITIONS**1. TALENT**

Talent can be referred to as a natural ability of a person to be good at a particular field, without being taught.

2. TALENT MANAGEMENT

Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives.

3. TALENT MANAGEMENT PROCESS

Talent management process is the process which regulates the entry and exit of talented people in an organization. It includes different stages like understanding the requirement, sourcing talent, attracting talent, recruiting talent, selecting talent, training and development, retaining talent, promotion, competency mapping, performance appraisal, career planning, succession planning, and exit.

4. ORGANIZATIONAL PERFORMANCE

Organizational performance is an analysis of performance of the company as compared to its goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance, and shareholder value performance.

5. WORKFORCE PLANNING

Workforce planning is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives. Workforce planning enables evidence-based workforce development strategies.

6. TALENT ACQUISITION

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement.

7. LEARNING AND HIGH POTENTIAL DEVELOPMENT

Learning and development, a subset of HR, aims to improve group and individual performance by increasing and honing skills and knowledge. Learning and development, often called training and development, forms part of an organization's talent management strategy and is designed to align group and individual goals and performance with the organization's overall vision and goals.

8. RETENTION STRATEGY

Retention strategies are policies and plans that organizations follow to reduce employee turnover and attrition and ensure employees are engaged and productive long-term.

9. COMPENSATION AND BENEFITS

Compensation and benefits (C&B) is a sub-discipline of human resources, focused on employee compensation and benefits policy-making. While compensation and benefits are tangible, there are intangible rewards such as recognition, work-life and development. Combined, these are referred to as total rewards. The term "compensation and benefits" refers to the discipline as well as the rewards themselves.

10. GROWTH AND LEARNING OPPORTUNITY

Organizational growth and learning are more than the sum of the information held by employees. It requires systematic integration and collective interpretation of new knowledge that leads to collective action and involves risk taking as experimentation.

11. ORGANIZATIONAL CULTURE AND POLICIES

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

12. RELATIONSHIP WITH EMPLOYEES

Employee relations refer to a company's efforts to manage relationships between employers and employees. Employee relations refer to the relationship shared among the employees in an organization.

Curriculum Vitae of Researcher

RAJI

10/3, Lajpat Nagar, Chowk, Lucknow

rjkaur9@gmail.com, 08840461455

CAREER OBJECTIVE: To establish myself in the field of education, to utilize my skills and experience to help students to achieve high improvements in academics.

JRF IN HUMAN RESOURCE MANAGEMENT-June 2013

UGC-NET IN HUMAN RESOURCE MANAGEMENT-June 2012

MANAGEMENT TEACHING EXPERIENCE-4 Years

PRESENT STATUS

Pursuing Phd.in Management since Aug.2014 from BabaSaheb BhimRao Ambedkar University (A Central University), Lucknow

A Study of Talent Management Practices and Its Impact on Organizational Performance of Indian Corporate In Uttar Pradesh

ACADEMIC EXPERIENCE- 4 Years

B.N.COLLEGE OF ENGINEERING & TECHNOLOGY, LKO.-7 SEP.2010 to 14 AUG. 2014

LECTURER-Department of Management

Subjects Taught-Business Statistics, Research Methodology, Managing Human Resource, Organization Behaviour, Development, Retail Management, Industrial Psychology, Industrial Sociology, Personal Growth Training and Development, Negotiation and Counseling, Industrial Relation and Labor Enactments, Marketing of Services.

- **Achievements**- Achieved 100% results since I have been teaching.

Functional Activities- ActiveMember of Proctorial Board, Member of organizing committee of annual fest, Project Guide of MBA final year students

ACADEMIC AND PROFESSIONAL CREDENTIALS

- **UGC-JRF in Personnel management/Human resource Management-2013**
Qualified in June 2013, Roll No.
- **UGC-NET in Personnel management/Human resource Management-2012**
Qualified in June 2012, Roll No.
- **Masters in Business Administration-2010**
Secured 68.63%, *Specialization-Human Resource Management*, Lucknow University, Lucknow
- **Masters of Science-2008**
Secured 62.2%, *Mathematical Statistics*, Lucknow University, Lucknow
- **Bachelors of Science- 2005**
Secured 65%, *Mathematics, Statistics, Computer Science*, Lucknow University, Lucknow
- **Intermediate-2002**
Secured 65.8%, C.B.S.E. Board; Rani Laxmi Bai Memorial Senior Secondary School, Lucknow
- **Matriculation-2000**
Secured 77.4%, C.B.S.E. Board; Rani Laxmi Bai Memorial Senior Secondary School, Lucknow

COMPUTER PROFICIENCY

Studied Computer Science as a subject in School as well as in Graduation (B.Sc.).

Application Packages: MS-Office- Word, Excel, Power Point and SPSS

PROJECTS

- A comprehensive statistical project report prepared in **M.Sc.**, to study the *Comparison between Mall culture and Local market.*
- A summer internship Project on *Developing Human Resource through Training and Development* in **MBA.**

ACADEMIC ENDEAVORS AND RESEARCH OUTPUT

1. Publications in Journals

S.No.	Title of Paper	Journal	ISSN	Vol. (Issue)	Page No.	Main/Co Author
1.	Human Resource Development through Training and Development: A Case Study Of Hal Lko	International Journal of Applied Research	2394-7500	2(3) March 2016	353-359	Main
2.	A Study of Talent Management: Elevating business performance recent trends, priorities & challenges	National Journal of Advanced Research	2455-216X	2(6) Nov. 2016	42-45	Co Author
3.	An Insight of GST in India: A step towards Transformation	Asian Journal of Management Applications and Research	2230-8660	08(1) Jan. 2018	130-136	Main
4.	Optimizing workforce through HR Analytics: An effective way of Talent Management	Journal for Studies in Management and Planning	2395-0463	4(3) March 2018	65-72	Main
5.	Challenges to Identifying and Nurturing Talent	International Journal of Advance Research in Computer Science and Management Studies	2321-7782	6(4) April 2018	102-107	Main
6.	Retention through Work Life Balance, an effective tool of Talent Management	A Journal of Management Sciences Adhyayan-8	2249-1066	SPECIAL ISSUE May 2018	55-62	Main
7.	Role of Demographic variables to study the impact of Talent management Practices on employees in	International Journal of Advance research in Computer	2347-1778	6(7) July 2018	24-30	Main

	select Indian Organizations	Science and Management studies				
8.	Influence of Demographic Variables on Talent Management Practices of Employee in Select Indian Organizations	International journal Research Directions	2321-5488	6(11) March 2019	170-180	Main
9.	An Empirical study on Retention of employees in Start-ups	International journal Review of Research	2249-894X	8(7) April 2019	1-6	Main
10.	A Study on the Impact of Talent Management Practices on Performance of the Select Indian Organizations	International Journal of Human Resource Management and Research	2249-7986	9(3) April 2019	41-48	Main
11.	Talent Management and Acquisition: A Concept of Human Resources Management	International Journal of Management Studies	2231-2528	6(2) April 2019	58-63	Main

2. Paper Presented at Conferences and Seminars

S.No.	Title of the Paper Presented	Title of the Conferences/ Seminars	Organized By	Scope
1.	A study of Human Resource Management in an age of Globalization	National seminar on Globalization, Law & Protection of Human Rights: Issues and Challenges	Baba Saheb Bhim Rao Ambedkar University, Lucknow	National
2.	A study of Hiring and Retention strategies for next generation employees	International conference on Managing Organizations of Tomorrow Capitalizing Generation Next	BVIMR, New Delhi	International
3.	Human Resource Development through Training and Development: A Case Study of Hal	National seminar on Human Resource Development (NCHRD-2015)	BHU, Varanasi	National

4.	A Study of Paradigm shift in Talent Management: Focusing on Emerging Trends and Practices	International Conference on Changing Paradigm of Management Practices for Sustainable Development	School for Management Studies, BBAU, Lucknow	International
5.	An Impact of Life Skills on Indian Higher Education- A Brief Review	National seminar on Higher Education Challenges and Need for Change	kalicharan post graduate college, Lucknow	National
6.	Need of value and Moral Education for Indian Higher Education- A Brief Review	National seminar on Role of Academic Institutions in Shaping Future Citizens	Unity Law & Degree College, Lucknow	National
7.	Workforce Digitalization through HR Analytics: An Effective way of Talent Management	International conference on Digital revolution in Business: Convergence and Integration	University business School, Punjab University Chandigarh.	International
8.	An Insight of GST in India: A step towards Transformation	Second International Finance Conference	Centre for Management Studies, Jamia Millia Islamia, New Delhi	International
9.	GST at the forefront of Talent Management	National Seminar on Goods & Services Tax: Emerging Issues & Challenges	Department of Commerce, Aligarh Muslim University, Aligarh	National
10.	Retention through Work Life Balance, an effective tool of Talent Management	National Conference on Achieving Business Synergy through Social, Spiritual and Technological Dimensions	School of Management Sciences, Lucknow	National
11.	A study of Human Capital Development and Economic growth in India	National Conference 2019 On Transforming from Developing to a Developed Economy	School of Management Sciences, Lucknow.	National

3. Chapters published in Edited Books

S.No.	Title of the paper	Book Title, Publisher	Page No.	ISBN No.
1.	A study of Hiring and Retention strategies for next generation employees	Managing Organizations of Tomorrow Capitalizing Generation Next, Bharti Publications	230-235	978-93-85000-02-7

4. Faculty Development Program and Research Methodology Workshops

S.No.	Programme	Duration	Organized By
1.	National Workshop on Research Methodology	15 Days	Department of Rural Management, School for Management Studies, BBAU
2.	Faculty Development Programme	7 Days	Department of Applied Economics, University of Lucknow
3.	National Workshop on SPSS and Research Methodology	7 Days	Department of Rural Management, Babasaheb Bhimrao Ambedkar University, Lucknow.
4.	Workshop on Mechanism of Goods & Services Tax: The Road Ahead	1 Day	Department of Commerce, Aligarh Muslim University, Aligarh
5.	National Workshop on Research Methodology	7 Days	Department of Rural Management, School for Management Studies, BBAU