

# **Talent Management Practices and Employees' Intention to Stay: A Study in Indian IT Industry**

*Thesis Submitted to*  
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*for the award of the Degree of*  
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*under the Faculty of Social Sciences*

*by*

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**December 2017**

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## *Declaration*

I, Anoop Narayanan, hereby declare that the thesis entitled '**Talent Management Practices and Employees' Intention to Stay: A Study in Indian IT Industry**' is a record of bonafide research work done by me under the supervision and guidance of Dr. S. Rajitha Kumar, Professor, School of Management Studies for the award of the Degree of Doctor of Philosophy under the Faculty of Social Sciences. I further declare that no part of the thesis has been presented before for the award of any Degree, Diploma, Associateship, Fellowship or any other title of any University or Board.

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## *Certificate*

This is to certify that the thesis entitled '**Talent Management Practices and Employees' Intention to Stay: A Study in Indian IT Industry**' submitted by Ms. Anoopa Narayanan to Cochin University of Science and Technology, for the award of the Degree of Doctor of Philosophy under the Faculty of Social Sciences, to the best of my knowledge and belief, is a record of bonafide research work carried out by her under my supervision and guidance.

She is permitted to submit the thesis.

**Dr. S. Rajitha Kumar**  
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## Abbreviations

ASV	Average Shared Variance
AVE	Average Variance Extracted
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CIPD	Chartered Institute of Personnel and Development
CMIN/ DF	Chi-square/ Degrees of Freedom
CR	Composite Reliability
DJ	Distributive Justice
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
HRM	Human Resource Management
IHRM	International Human Resource Management
INFJ	Informational Justice
INTJ	Interpersonal Justice
IS	Intention to Stay
IT	Information Technology
KMO	Kaiser-Meyer-Olkin Measure
MSV	Maximum Shared Variance
PJ	Procedural Justice
RBV	Resource-Based View Theory
RMSEA	Root Mean Square Error of Approximation
SE	Standard Error
SME	Small and medium-sized enterprises
SRMR	Standard Root Mean Square Residual
TA	Talent Attraction
TD	Talent Development
TI	Talent Identification
TLI	Tucker-Lewis fit Index
TPC	Talent Perception Congruence
TS	Talent Strategizing





# Chapter 1

## INTRODUCTION

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This chapter describes the current human resource landscape present in the business environment, followed by the driving forces of talent management. The chapter also provides a snapshot of Information Technology industry in India and concludes by detailing the significance of the present study.

### **1.1 The Current Human Resource Landscape**

Employees are valuable assets of the organisation, whose performance can determine the future of an organisation. They have a critical role in organisations for yielding sustainable organisational performance (Miller, 2011). Earlier the employees were just like any other physical resources such as machines, materials, and capital. The changes in the business scenario have drastically changed the approach of organisations towards their employees. The increase in the number of organisations looking out for

capable employees to work with and create difference rapidly shifted the outlook towards employees, considering them as assets rather than a liability. This shift could be clearly witnessed in the evolution of personnel management to human resource management and thereafter to strategic human resource management. The recent additions of practices like human capital management and talent management in the domain of human resource management also underline this shift of thought.

The human resource managers in the present business scenario are faced with a number of workforce challenges. Despite a number of innovative human resource strategies evolving continuously, the workforce challenges faced by the organisations are becoming more complex. The pressing human resource challenges encountered by the organisations include attraction and retention of talented employees, addressing the talent shortage and insufficient leadership talent (Haid, 2012; Hewitt, 2008; Stephan, Vahdat, Walkinshaw, & Walsh, 2014; The Economist Intelligence Unit, 2012). Six in ten companies have trouble in attracting critical-skill employees and almost 30 per cent companies struggle with retention of these employees (Tower Watson, 2013). Changes in demographics of employees and their attitudes towards work make managing the aging workforce also a top strategic issue faced by organisations (Cook & Rouette, 2017). Among the various challenges, retention of talented employees is a more serious concern as it is very expensive for organisations to deal with employee exits (Scott, McMullen, & Royal, 2012). All these findings show the increasing significance of talented employees and the complexity of managing them effectively.

Despite the human resource issues confronted by organisations, many of them expressed low readiness levels and capability gaps to favourably respond to these trends (Stephan et al., 2014). Many organisations do not utilise the leadership development initiatives effectively. Among those organisations that make use of leadership development initiatives, many of them do not integrate it properly with other systems like competency models, making it difficult to measure the impact of these initiatives. The survey of human resource leaders in three Asian countries, namely Singapore, Indonesia, and Malaysia on succession management practices found that most organisations lack effective processes for high-potential identification (Zhao, Smith, & Campbell, 2012).

The compelling forces in the business environment that emphasise the importance of talents have made companies across the globe to plan increased investment in talent management initiatives. An effective talent management was identified as key to performance improvement (Farley, 2005). Talent management investments were found to make a huge difference in the organisations. Those organisations with more talent management initiatives are expected to outperform their industry peers (Ringo, Schweyer, Jones, & Lesser, 2008). Similarly, the organisations with reward and talent management programs were found to have more likelihood to become high-performing companies and less to have difficulty with the attraction and retention of critical-skill employees (Stephan et al., 2014). The ability to develop and implement integrated talent management was highlighted as the roadmap for success of an organisation at the 2020 workplace with tangible benefits like increased

revenue per employee, less need for downsizing, lower turnover among high performers, lower overall voluntary turnover, and greater ability to hire best talent and develop great leaders (Garr, 2012). Practitioners are fully optimistic about the outcomes that talent management can produce for the organisations.

The major areas of improvement in talent management programs include building a talent pool of successors at every level, creating a culture that promotes employee retention, identifying competency gaps, and creating more career growth and development-friendly policies (Fegley, 2006). According to the report on the state of talent management, companies have started to develop formal and integrated talent management strategies. Only 26 percent of companies have identified their successors for the executive positions in the company. But the companies with integrated talent management strategies are found to be benefited with lower turnover rates, higher productivity and experienced lower downsizing during the economic recession period. Moreover, companies having high-quality development plans could yield double the revenue per employee (O'Leonard, 2009).

## **1.2 Driving Forces of Talent Management**

The idea of managing talented employees is not a new concept for successful organisations. The increased awareness of the critical role of talented employees in the success of organisations in the hypercompetitive and complex global economy has increased the popularity of the talent management system and raised it as a strategic priority for organisations.

The most cited definition of talent management is ‘*activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation*’ (Collings & Mellahi, 2009). The major forces that make talent management a strategic necessity of organisations include changes in business environment, the demand-supply gap of talented employees and changes in employee attitudes.

### **1.2.1 Changes in Business Environment**

The emergence of globalisation and the rise of the knowledge economy have made managing talent a strategic concern of organisations (Guthridge, Komm, & Lawson, 2008). The growth of informational age in the 1980’s had decreased the significance of hard assets like factories, capital, and machines relative to that of intangible assets like intellectual capital, brands, and talent. The shift to the knowledge economy has enhanced the differential value of talented employees. The increase in the requirement of knowledge workers has enhanced companies’ dependence on talented employees (Michaels, Handfield-Jones, & Axelrod, 2001). The deficiency of talented employees in an organisation may result in reduced ability to serve clients, reduced competitiveness and productivity, reduced innovation and creativity, and higher compensation costs (Prising, 2015). To bypass this struggle with the deficits of talented employees, many

organisations rely on vigorous external hiring, which makes the ‘war for talent’ more tougher (Michaels et al., 2001)

Even though conducting business across borders is familiar for organisations, the emergence of globalisation has forced the organisations to design structures and integrate their business in different countries. Managing a global workforce emerged as a new challenge for the organisations. The talent shortages, talent surpluses, locating and relocating talent, and compensation levels of talent at global level necessitated the need for global talent management (Schuler, Jackson, & Tarique, 2011). The need to share resources across boundaries and demanding nature of global leadership make global organisations struggle more than their domestic counterparts (Asmus, Komm, Guthridge, & Matthew, 2008). Issues like global mobility which involves substantial investment make the scenario more complex for a multinational organisation (Collings, 2014). These talent issues of multinational companies may resonate in domestic organisations, as they may engage in fierce talent hunting from other organisations.

Earlier organisations had to compete with those in the same industry or similar industry. With the emergence of the talent war, an organisation needs to compete with every organisation for talented employees, both to attract potential candidates and retain the existing employees. The increasingly complex challenges, rapid and drastic changes in business environment, leadership responsibility at lower levels, and enhancing the need for recruitment and retention of the best talent makes leadership development a crucial area of concern (Day, 2007). Organisations cannot pull themselves away from this intensified talent war, and organisations

have to fight this out with the effective talent management system to manage their talent pool.

### **1.2.2 Demand-Supply Gap of Talented Employees**

Changes in worldwide demographics pose a number of talent challenges to the organisations. Tucker, Kao, & Verma (2005) revealed that five workforce trends namely less sufficiently skilled, global, virtual nature, vastly diverse and autonomous and empowered employees makes workforce management difficult. The developed economies are facing the issue of an aging workforce while developing economies enjoy abundant young workforce. Even though this talent shortage issue seems to be easily addressed by sourcing talent from developing countries and meeting the needs of developed countries, in reality, it is not so linear in nature. The shortage of talent could be manifested at different levels like quantity deficit and experience deficit (Doshi, Moda, Sinha, & Nahar, 2012).

Organisations encounter severe quantity deficit in finding qualified applicants to fill the available positions in the organisations. According to Manpower group's talent shortage survey, the number of global employers facing talent shortages in 2015 peaks at a seven-year high of 38 per cent (Prising, 2015). The worldwide demographic trends are significantly contributing to the quantity deficit. The long-term outlook revealed that by 2025 the number of people aged between 15 to 64 years is projected to fall in countries like Germany, Italy, and Japan (Schuler et al., 2011). Organisations especially in developed countries, need to equip themselves for talent sourcing across boundaries to triumph over the talent shortage. Sourcing from developing economies is not easy, due to poor language, lack of

competencies etc giving rise to experience deficits (Guthridge et al., 2008). The impending retirement of baby boomers in developed countries compels organisations to train Generation X'ers and Generation Y'ers to take up the key positions.

The situation of talent shortage is exacerbated by the experience deficit. The lack of experienced leaders to take senior positions while the positions become vacant put organisations in complete turmoil. Even though the developing countries like India are equipped with young demographics of the workforce to encounter the quantity deficit, they lack competencies to take up leadership positions. The development of leadership talent is not in pace with the demand, which leads to a shortage of experienced next-generation executives who are ready to take leadership positions. The difference between the supply of talent and the demand for talented employees exposes organisations to a stiff competition for talented employees. These talent shortages (McCauley & Wakefield, 2006) along with demanding workforce trends (Lockwood, 2006) make talent management a strategic necessity for organisations.

### **1.2.3 Changes in Employee Attitudes**

The professionalisation of family-run businesses, the continued entry of multinational corporations, the emergence of new sectors and increased number of the startups have provided more job opportunities for talented employees (Doshi et al., 2012). With greater transparency of job opportunities through internet job boards, employees have become passive job seekers and they consider switching jobs as advantageous for their career growth (Michaels et al., 2001). Berger (2004) considers the workforce of



today's world as 'opportunity seeking', and they seek work-life balance along with a voice in the organisation. To engage such a workforce, organisations need to provide various growth opportunities along with benefits like flexi-schedules, part-time options, job sharing etc. It is undeniable that the negotiating power has shifted from the organisation to employees, and organisations are compelled to be proactive in managing their talented employees so that they feel like staying with the organisation.

In concise, the persuasive forces created by the changes in business environment, the demand-supply gap of talented employees and changes in employee attitudes, has forced organisations to equip themselves with an effective talent management system which ensures attraction, development, and retention of their talented employees. Therefore, a study on talent management practices in organisations is relevant, to understand and describe its importance in the present business context.

In order to evaluate the effectiveness of talent management practices, it is important that the organisations have well-established formal talent management. Organisations may have formal as well as informal talent management practices. Smaller companies have naturally implemented talent management practices, and often their targeted initiatives seem to be beyond their operations. The lack of formal talent management practices becomes apparent when the companies have more than 1,000 employees, which force them to deal with varied employee issues. Large companies that have between 10,000 and 50,000 employees respond better to talent management gap and put investments in creating a comprehensive talent management system and companies with more than 50,000 employees are

more likely to undertake huge talent management, investments out of necessity (Ringo, Schweyer, DeMarco, Jones, & Lesser, 2008b)

While examining the talent management practices it is quite important to understand the industry-specific variations. Industries often vary in their human capital priorities, apart from the commonality in leadership and retention issues. Talent management practices also vary across industries (Krebs, Marius, & Kabst, 2017). Technology companies, professional services, oil and gas, life sciences and healthcare companies consider talent acquisition of people with unique technical skills as important whereas companies in the energy sector, life sciences and telecommunications that are undergoing important transformations focus on the need of re-skilling HR as the top priority (Stephan et al., 2014). But in general, the companies in knowledge-intensive industries as well as service-intensive industries are expected to apply more talent management practices across the board with a focus on development and collaboration (Ringo, Schweyer, DeMarco, Jones, & Lesser, 2008a).

Within the knowledge-intensive industries, information technology organisations have always been pioneering in the various human resource initiatives, like talent management. The unique and dynamic business environment experienced by these organisations makes talent management an inevitable strategy for success. Moreover, challenges like employee attrition still persist at a rate of 20 per cent in these organisations (Human Capital Consulting, 2014). So a study on the effectiveness of talent management practices may be more relevant in Information Technology (IT) organisations with special reference to the workforce issues of employee turnover.

### **1.3 Information Technology (IT) Industry in India**

The IT and ITeS market around the globe has reached US\$1.2 trillion in 2016-17 in which India contributes a share of 55 per cent and remains the top sourcing destination in the world. The Information Technology (IT) industry in India has paved the way for the economic transformation of the country and enhanced the image of the country in the global scenario. It contributes around 7.7 per cent to the GDP of the country, providing employment opportunities for nearly 3.9 million people, of which more than 170,000 opportunities added in the financial year of 2017. Indian IT exports have the largest share (45 per cent) in total Indian services, export, with a projected growth of 7 to 8 per cent in 2017-18. Among the importers of Indian IT exports, the US and UK are the majors with a combined share of nearly 80 per cent. Recently the demand for Indian IT exports has significantly increased in the regions like Asia Pacific, Middle-East, and Latin America (NASSCOM, 2017).

The Unique Selling Proposition (USP) of Indian IT services in the global market is the cost competitiveness and these services are usually three to four times cheaper than the US. The innovation centres set up by the IT companies have earned more significance for India in terms of intellectual capital. The industry has fuelled the growth of more than 4,750 start-up companies. The industry has also enhanced the demand in the Indian education sector, especially for computer science and engineering graduates (NASSCOM, 2017).

It was during the early 1990s, US-based companies started outsourcing work to the skilled talent pool in India. Between 1995 and 2000, IT industry in

India evolved as a product development destination with increased investment in research and development. With the increasing number of western companies setting up their bases in the country, Indian IT firms started growing in size as well as in the array of services offered. By 2016, Indian firms had established themselves as multinational companies with delivery centres across the world and the IT sector in the country reached an inflection point. They have grown from enterprise servicing to enterprise solutions. Among IT companies, Tata Consultancy Services (TCS) is the market leader that contributes about 10.4 per cent of the total IT sector revenue during the financial year 2016. Moreover, the major five IT firms in India contribute more than 25 per cent of the total industry revenue as of 2017 indicating the competitiveness of the market (NASSCOM, 2017).

The major segments of IT sector in India include IT services, software products and engineering services, Business Process Management (BPM), and hardware. The IT services segment has a market size of US\$ 80.08 billion, contributing a share of 52 per cent in the total revenue of the Indian IT sector as of 2017. In this revenue, more than 81 per cent is generated from exports. The Banking, Financial Services and Insurance (BFSI) are the major vertical of the IT sector. Business Process Management segment has a market size of US\$ 29.26 billion during the financial year of 2017, contributing 19 per cent share in revenues of the Indian IT sector in 2017. Around 87 per cent of revenue in this segment is from the exports. The Market size of BPM industry is expected to reach US\$ 54 billion by 2025. Software products and engineering services segment have a market size of US\$ 29.26 billion, with a growth rate 10.5 per cent during 2017, in which 83.9 per cent of revenue was from exports.

This segment contributes 19 per cent share in Indian IT sector revenues. The Hardware segment with a market size of US\$ 14 billion has 9 per cent share in Indian IT sector revenues, where the significant share is contributed by domestic market (NASSCOM, 2017).

The IT sector has a promising and robust employment potential and prospects. The strong and compelling trends in the business environment are shaping the human resource practices in the industry. According to the NASSCOM report of 2015, the growing globalised workforce has strongly emphasised the role of human resource manager as ‘diversity champion’. The hiring of employees has shifted from qualification-based to skill-based with emphasis on ‘expertise and knowledge’ rather than ‘experience and age’. Employee retention has been consistently ranked first in the human resource agenda of IT industry for the last few years (NASSCOM, 2015). The attrition rate in IT sector is about 17 per cent and has significantly increased over the years. The competition for talented employees has increased tremendously with the growth of startups and organisations have been forced to innovatively approach the issue of employee attrition. The challenging roles, better pay, and career prospects in the startups and e-commerce companies have been catalytic in the switching of employees from established companies to these companies. Due to irresistible forces in the business environment and the critical role of employees in the competitiveness of the organisation, IT organisations continuously revamp their human resource practices.

#### **1.4 Significance of the Present Study**

The changing expectations and attitudes of employees to work, especially regarding competitive remuneration, professional development,

job mobility, fast-track career opportunities, and work-life balance has created a drastic shift in the landscape of how to manage employees in India. The highly ambitious nature of employees with a majority of high performing employees aspiring to achieve senior executive or CEO positions (Sabattini & Carter, 2012) pose a new challenge in providing development paths for these employees. At the same time, India is the largest youth market across the globe that is least affected by the aging demographic trend with 65 per cent of the population aged between 15 to 64 years (Vorhauser-Smith, 2012). The huge potential of the Indian labor force attracts global companies to aggressively hunt for top talent, making the talent scenario in the country highly competitive. Talent management is a strategic tool to manage talented employees and win this fierce competition for talent. India is a competitive talent market, a study on talent management practices in Indian organisations is highly relevant.

Talent management is considered as an evolving integrated human resource function in India, with a major focus on talent acquisition and retention. Among the major factors influencing talent management in the Indian context, employee attrition tops the list. India has the highest attrition rate in the world (Hay Group, 2013) with one in four employees having the intention to switch their present jobs. The survey conducted by Mercer reported that 54 per cent of employees has had a serious thought of leaving the organisation with higher intentions for the employees aged between 16 to 24 years, despite the salary hikes averaging 15 per cent per annum (Appleton, 2008).

Attrition of employees has a severe negative impact on the morale, productivity, commitment, and individual, team and organisational performance along with the substantial increase in recruitment costs (Prising, 2015). This poses a real challenge for organisations in India. As talent management is a strategic tool to tackle all talent-related issues, the effectiveness of the same in Indian context could be better understood from its influence on retention of employees. Hence the present study investigates the role of talent management practices on employees' intention to stay in the organisations.

## 1.5 Chapterisation of the Thesis

The thesis has been chaptered as follows.

**Chapter 1 Introduction:** This chapter describes the current human resource landscape present in the business environment, driving forces of talent management, a snapshot of Information Technology industry in India and the significance of the present study.

**Chapter 2 Review of Literature:** This Chapter reviews the domain of talent management, that includes earlier works of academics and practitioners to depict the evolution and scope of talent management, and research since 2000 to date to portray the direction, dimension, and growth of this domain.

**Chapter 3 Conceptual Formulation:** This chapter details the theoretical background of talent management and the research propositions for the present study and illustrate as the conceptual model.

**Chapter 4 Research Methodology:** This chapter details the methodology adopted for the study which includes the research problem of the study, objectives and research hypotheses, conceptual and operational definitions of variables, research design, the scope of the study, sampling design, method of data collection, details of instruments used for data collection and the statistical techniques used for analysis, and limitations of the study.

**Chapter 5 Employees' Perception of Talent Management Practices:** This chapter describes the profile of the respondents who constitute the sample of the present study and the first objective of the study to ascertain the perception of employees on talent management practices in IT companies.

**Chapter 6 Employees' Perception of Organisational Justice, Talent Perception Congruence and Intention to Stay:** This chapter describes the second and the third objective of the study to ascertain the perception of employees on intention to stay, talent perception congruence and various dimensions of organisational justice.

**Chapter 7 Influence of Talent Management Practices:** This chapter describes the testing of the fourth and fifth objectives of the study that determines the level of influence of talent management practices on employees' intention to stay, organisational justice dimensions and talent perception congruence in IT companies.



**Chapter 8 Role of Talent Perception Congruence and Organisational Justice in the Relationship between Talent Management Practices and Intention to Stay:** This chapter explains how the sixth and seventh objectives of the study to establish the mediating role of talent perception congruence as well as organisational justice dimensions in the relationship between talent management practices and employees' intention to stay in it companies' has been achieved. The chapter also discusses the final objective of study that statistically tests the proposed model establishing the relationship of talent management on employees' intention to stay with the mediating effect of the talent perception congruence and organisational justice.

**Chapter 9 Findings, Suggestions, and Conclusion:** This chapter summarises the major findings of the study and discusses its relevance. The findings are organised based on the objectives of the study. The theoretical and managerial implications of the present study are discussed followed by the suggestions and conclusion.

## **1.6 Summary of the Study**

The present study underlines the importance of investing in talent management practices and the effectiveness of these practices has been measured in the form of intention to stay of employees. When employees perceive higher talent management practices, they show more interest to stay back with their organisations. The predictors of intention to stay revealed in this study emphasise the need for more openness in the entire talent management system. The study has tested a comprehensive framework to absorb the influence of talent management practices on

intention to stay, and underline the importance of strategic alignment, open communication, and, an appropriate assessment that would pave the way for talent management becoming an industry-wide strategic intervention for the competitive advantage of organisations.

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# Chapter 2

## REVIEW OF LITERATURE

<i>Contents</i>	<i>2.1 Overview of Talent Management Literature</i>
	<i>2.2 Theme 1: Concept of Talent in Work Context</i>
	<i>2.3 Theme 2: Concept of Talent Management</i>
	<i>2.4 Theme 3: Talent Management Practices</i>
	<i>2.5 Theme 4: Outcomes of Talent Management</i>
	<i>2.6 Talent Management Studies in Indian Context</i>
	<i>2.7 Research Gap</i>

The objective of this chapter is to review the domain of talent management. The review includes earlier works of academics and practitioners to depict the evolution and scope of talent management, and research since 2000 to date to portray the direction, dimension, and growth of this domain.

### 2.1 Overview of Talent Management Literature

Emerging with the support of intense practitioner discourses, it is almost two decades since the topic ‘talent management’ has entered the management mainstream. The book ‘War for Talent’ (Michaels et al., 2001) was the breakthrough that made talent management a popular domain in human resource management. Initially, the academic articles on talent management were focused on the talent shortages and worsening demographics (Berger, 2004; Michaels et al., 2001) and later moved on to

the conceptualisation of talent and talent management in the work context. Even then the ambiguity in the concept and definitions surrounding the domain of talent management has been much discussed (Ashton & Morton, 2005; Bexell, Olofsson, & Melin, 2005; Lewis & Heckman, 2006).

Until 2007, academic interest in the area of talent management was comparatively low. The academic publications in talent management have significantly increased over the last 10 years and the number of publications in journals with an impact factor has increased sharply from 2011. This is clearly an indication of increasing academic interest in the area as well as the legitimacy of talent management as a ‘publishable’ topic in the viewpoint of editors and reviewers. But talent management has not yet reached the status of a ‘mature’ field of study (Dries, 2013), for which there is a requirement of more empirical works either from phenomenon-driven or theory-driven perspective. Based on the Impact Factor (IF) and citation data, *Journal of World Business* has the largest cumulative impact of talent management articles, followed by *International Journal of Human Resource Management* and *Human Resource Management Review*. The empirical studies in talent management are concentrated in the Anglo-Saxon countries, namely the USA, the UK, Australia, the Netherlands, and Ireland, and a lesser number of studies in the Asian countries (Gallardo-Gallardo & Thunnissen, 2016).

The increased number of publications, the number of special issues of journals, lack of established measures and the increased convenience sample based cross-sectional studies highlight the field of talent management is in ‘growth’ stage (Gallardo-Gallardo, Nijs, Dries, & Gallo,

2015). It has shown steady positive trends of growth over the years and is considered as a domain evolving at a high pace (Collings, Scullion, & Vaiman, 2015). Researchers foresee a very positive future for talent management research as recent studies are creating a solid foundation of theoretical and empirical knowledge that could advance the field further (Vaiman & Collings, 2013). The agreement on the academic interpretation of the concepts has also increased recently (Thunnissen, Boselie, & Fruytier, 2013a, 2013b). It is envisioned that the landscape for talent management research will drastically change in the next 5 to 10 years due to the social media usage, technological innovations, and increased popularity of open sourcing and crowdsourcing, which will provide significant implications for the practice of talent management (Al Ariss, Cascio, & Paauwe, 2014).

Different theoretical frameworks are used to explain the concept of talent management, namely, resource-based view, international human resource management, institutionalism and employee assessment (Gallardo-Gallardo & Thunnissen, 2016). The insights from other domains like supply chain management have also been used to understand the complexity of managing talent in various contexts (Cappelli, 2009). The seminal article by Collings & Mellahi (2009) that provided the conceptual definition of talent management paved the base for major academic works in the area.

According to Thunnissen, Boselie, & Fruytier (2013a); (2013b), the dominant themes discussed in talent management articles are the concept of talent, the outcomes of talent management, talent management practices and global talent management. Taking a similar approach, the literature

review of major studies in talent management carried out for the present study is presented in four themes. This includes the concept of talent in the work context, the concept of talent management, talent management practices, and outcomes of talent management. The studies related to global talent management are merged with the theme of ‘concept of talent management’.

## **2.2 Theme 1: Concept of Talent in Work Context**

The term ‘talent’ is very commonly used in the day to day affairs with different contextual meanings. Throughout its one thousand years of existence, ‘talent’ has taken different meanings. The meaning of the term ‘talent’ in Contemporary English dictionaries includes ‘personal characteristics or an innate ability that manifests in a particular field’ and ‘a person or persons possessing special skills or abilities’ (Gallardo-Gallardo, Dries, & González-cruz, 2013). Over the last decade, talent has become a popular term used in the work context but probably with inconsistent meanings. The lack of clarity in the meaning of ‘talent’ in work context could be attributed to the conceptual ambiguity of the word ‘talent’ in general that takes different meanings.

The starting point of any talent management research should be necessarily an exploration into the meaning of ‘talent’ and the confusion regarding the meaning of ‘talent’ in the work context obstructs the smooth development of talent management theories and practices. Many studies in talent management have exclusively focused on finding the meaning of talent at work. (Berger, 2004) termed “a very small group of individuals who have demonstrated superior accomplishments, have inspired others to

attain superior accomplishments, and who embody the core competencies” as ‘super-keepers’, which could be considered as the pioneer in the academic definition for talents.

Ashton & Morton (2005) identified that there is no single consistent definition of talent and emphasised the role of current or historic cultural attributes in defining talent. They recommended that any definition of talent needs to be dynamic which can incorporate the changes in business drivers. Based on the case studies conducted in nine organisations, CIPD (2007) also confirmed that talent definitions are organisational specific which is highly influenced by the industry as well as the nature of the work. They were of the opinion that definitions of talent are dynamic that transform over time in accordance with organisational priorities. They added that there are different views about the talent in the work context, but the identification of potential was a common denominator in defining talent. In a similar line, Blass (2007) reported based on the case studies carried out in 20 organisations that the definition of talent can vary between organisations or within the same organisation over time, but most organisations define talent with some reference to performance and potential. These case studies were published as a book in which he detailed six dimensions related to talent definitions which include the size of the talent pool, entry criteria, decision process, permanency of definition, recruitment as a source of talent and transparency (Blass, 2009). Similarly, Tansley (2011) found that in the context of an organisation, there is no single or universal contemporary definition of talent, and that, organisations prefer to formulate their own meaning for talent based on the nature of work undertaken. They suggested that organisations may define

talent at the organisational level, group level, and individual level, but a shared organisational language for talent is important to build talent management policies and practices across the organisations as well as to design and plan the employee development interventions.

Ulrich & Smallwood (2012) provided a detailed examination of the meaning of talent and described the findings as a formula: “Talent = Competence × Commitment × Contribution.” In addition, Garavan, Carbery, & Rock (2012) proposed a three-dimensional structure for talent which includes individual dimension, institutional dimension, and organisational-social dimension. They argued that the extent to which an individual is considered as talented is contextually defined. Moreover, what is central to talent in an organisation is based on organisational as well as social norms.

To gain a better understanding of the concept of talent in the work context, Gallardo-Gallardo, Dries, & González-cruz (2013) conducted an in-depth review and proposed a framework for its conceptualisation. They grouped various theoretical approaches to talent as ‘object’ versus ‘subject’ approaches. The object approach conceptualised talent as ‘exceptional abilities and attitudes demonstrated by an individual employee’ and included theoretical approaches that considered ‘talent as natural ability’, ‘talent as mastery’, ‘talent as commitment’ and ‘talent as fit’. In subject approach talent is conceptualised as people consists of inclusive and exclusive approaches. Inclusive definitions of talent are often found in strength-based approaches to talent management, which assumes all employees of an organisation as talents whereas the exclusive approach is grounded on the notion of workforce segmentation and assumes talent as an elite subset of



an organisation's population. They argued that though from an etymological point of view the object approach to talent displays better fit, the subject approach is much more prevalent in organisational practice. Within the subject approach the differentiation between talent management and human resource management is very difficult while adopting an inclusive approach, and therefore it is recommended to adopt talent definition grounded in exclusive approach. As a commentary on the above work, Iles (2013) argued that the relationships between talent and gifts need further exploration and highlighted the need for multidisciplinary research on talent and talent management in various contexts.

Christina Meyers, van Woerkom, & Dries (2013) examined the meaning of the term 'talent' to understand whether it is an innate or acquired construct, or result of the interaction between nature and nurture components. According to them, talent can be mapped on a continuum that ranges from completely innate to completely acquired, and the meaning of talent that an organisation takes on this continuum provides implications for the design of talent management practices. Acknowledging Meyers et al. (2013) on their comprehensive overview of the various perspectives on talent, Collings & Mellahi (2013) commented that the organisations should focus on maximising value creation through calibrating the level of talent and ensuring the deployment of talents in the strategic jobs rather than debating on the exclusivity versus inclusivity of conceptualisations.

Pointing out the limitations of the popular approaches in defining talent, Ross (2013) suggested that rather than a mere focus on talent definitions, a holistic approach that considers talent and success as a distinct

and separate concept may enable more effective talent management. They also found that there can never be a “one size fits all” talent definition and therefore understanding the ambiguity of definitions help organisation in finding possible flaws in defining talent. However, Adamsen (2014) is of the opinion that the multiplicity of meanings for the term “talent” is problematical, as it is the cornerstone of the talent management discipline and popularly used among practitioners. He argued that the lack of clarity for the term ‘talent’ will create subjectivity in talent discussion, talent identification and talent recruitment.

Through a multidisciplinary review, Nijs, Gallardo-Gallardo, Dries, & Sels (2014) contributed a conceptual framework of talent that provided the definition, operationalisation, and measurement of talent along with its relationship to excellent performance. They identified talent as, “systematically developed innate abilities of individuals that are deployed in activities they like, find important, and in which they want to invest energy. It enables individuals to perform excellently in one or more domains of human functioning, operationalised as performing better than other individuals of the same age or experience or as performing consistently at their personal best”. Thunnissen & Van Arensbergen (2015) recommended that the concept of talent need to be connected to its context. Moreover, talent is perceived as a combination of multiple components in an organisational context, but the perception of the different stakeholders has a major impact on the conceptualisation of talent. The unilateral interpretations of talent by different stakeholders affect the design of the talent management system.

The review of the literature on ‘concept of talent’ gives a clear picture that these studies are primarily focussed on setting conceptual boundaries for ‘talent’ in organisations and not to provide any universal definition. There is a consensus among researchers that talent definitions may vary between organisations or even within the same organisation over time. Furthermore, there is always a criterion for defining talent in organisations which often has some reference to performance and potential. Among the various approaches on talent, the subject approach that conceptualises talent as people appear to be more conducive to academic studies. Within the subject approach, the inclusive approach fails in differentiating between talent management and strategic human resource management, and therefore the exclusive approach of talent grounded on the notion of workforce segmentation is recommended.

### **2.3 Theme 2: Concept of Talent Management**

The study ‘War for Talent’ triggered a lot of discussions on the topic of ‘talent management’ which is now a buzz word in the HR world. The area of talent management was strongly endorsed by practitioners over the years, even though the academic community has been lagging behind. In 1997, a study on ‘War for Talent’ was conducted by Mckinsey consultants in 77 large US companies in different industries to understand their talent-building philosophies, practices, and challenges. They published a book named as ‘War for Talent’ (Michaels et al., 2001) in which they predicted a furious ‘war for talent’ that companies worldwide are about to encounter and identified three fundamental forces, namely, irreversible shift from the industrial age to the information age, the intensifying demand for high-

caliber managerial talent, and the growing propensity for people to switch from one company to another, that may fuel this war. Additionally, the aging of the ‘Baby Boomers’ workforce poses various challenges to organisations including loss of human capital, talent shortages, and culture clash among employees etc. which forces them to rethink the practices of managing talent (Rappaport, Bancroft, & Okum, 2003).

Incorporating concepts of ‘key positions’ and ‘workforce differentiation’ as major elements of talent management, Berger (2004) stated that the need for effective talent management is triggered by changes in workforce value proposition, changes in demographics, and changing role of human resource managers in organisations. The demand for effective management of talent highlights the strategic requirements of the HR function. In order to win the ‘war for talent’, a portfolio approach to workforce management was suggested by Huselid, Beatty, & Becker (2005) which emphasised the importance of the systematic process to identify the ‘A positions’ and ‘A players’. They introduced the concept of workforce differentiation in talent management literature and underlined that organisations need to place ‘A players’ in strategic positions, ‘B players’ in support positions and eliminate ‘C players’ and ‘C positions’ that don’t add any value to the organisation. This concept of workforce differentiation is one of the dominant theoretical frameworks used in the literature of talent management.

Like any domain in its infancy stage, talent management was criticised for the conceptual confusion in its definition, scope and overall goals. By analysing the traditional theories of human resource management

and talent management Bexell, Olofsson, & Melin (2005) have offered harsh critiques for talent management for its lack of distinctiveness with the earlier human resource concepts. They considered talent management as a repackaging of old ideas and techniques with a new label which is another illustration of the struggle of the human resource professionals to ensure their legitimacy and status in their organisation. Likewise, Ashton & Morton (2005) also commented that there is not a single, consistent, or concise definition of talent management, but argued that it is much more than a new language for old HR work. Based on two detailed case studies conducted, they inferred that good talent management is of strategic importance which can differentiate an organisation when it becomes a core competence and defined it as ‘a strategic and holistic approach to both HR and business planning or a new route to organisational effectiveness’.

Through critical evaluation of the literature on talent management, Lewis & Heckman (2006) revealed an upsetting lack of clarity in the scope, definitions and the overall goals of talent management. In their classic critique, three distinct streams of thought regarding talent management were discussed. The first stream considered talent management as a collection of typical human resource department practices, functions, activities or specialist areas such as recruiting, selection etc. which focuses on doing human resource functions more efficiently via the internet or outsourcing etc. This thought is nothing but the replacement of the term human resource management. The second stream focused on the talent pools and considered talent management as a set of processes designed to ensure an adequate flow of employees into jobs throughout the organisation. This approach resembled the succession

planning or human resource planning. The third stream of thought on talent management was focused on talent generically irrespective of organisational boundaries or specific positions and included two approaches. The first approach advocates to fill all positions with ‘A players or top performers’ and terminate ‘C players or bottom performers’. The second approach considers all employees to possess the talent and treat them equally, but this creates difficulty to differentiate talent management and human resource management (Lewis & Heckman, 2006).

According to Sandler et al. (2006), maximum results of talent management can be achieved through the integration of talent management activities along with the patience of at least three-year horizons to see returns from investments. At the same time, organisations cannot resist themselves from adopting talent management as it is ranked as the most critical concern of the organisations. Based on the findings from nine case studies CIPD (2007) provided a definition for talent management as ‘the systematic attraction, identification, development, engagement/retention and deployment of talent’, where they referred talent as those ‘individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential’. Likewise, Blass (2007) defined talent management based on the findings from twenty case studies as ‘the additional management processes and opportunities that are made available to people in the organisation who are considered to be ‘talent’’. They derived eighteen dimensions of talent management, which fall within three areas, namely defining talent, developing talent, and structures and systems to support talent management.

The existing criticisms against talent management as a rebranding of human resource management and as another struggle by HR professionals to enhance their legitimacy in their organisations were strongly challenged by Berrell, Park, Chuai, Preece, & Iles (2008) based on their four in-depth case studies in Beijing. They highlighted that talent management incorporated new knowledge into the human resource domain, rather than the repackaging of the old ideas with new labels, and it was found different from traditional human resource management in China. They strongly opposed the blame on talent management as “old wine in new bottles”. In his seminal article, Collings & Mellahi (2009) identified that the talent management area remains underdeveloped with inconsistent definition and unclear conceptual boundaries. Realising this key limitation of the area, they developed a concise definition of strategic talent management along with a theoretical framework. Positioning talent management in strategic human resource management literature, they defined it as “activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation”. It is one of the most cited definitions of talent management in academic research.

Based on the review on the conceptualisation of ‘talent’ and ‘talent management’ in the literature, Iles, Chuai, & Preece (2010) identified four perspectives on talent management viz. exclusive-people, exclusive-

position, inclusive-people and social capital. The exclusive-people perspective is based on workforce segmentation and considers only those people who have the capability to make a significant difference to the current and future performance of the organisation as talents whereas exclusive-position perspective focuses on the identification of 'key positions' in the organisation. The inclusive-people takes 'humanistic' considerations and considers that potentially everyone in the organisation has 'talent' whereas social capital perspective views talent essentially as a form of human capital than on an individualistic orientation. Even though there are strong arguments in support of all these perspectives the debates are more between exclusive-people and inclusive-people perspective of talent management. The research was extended to explore the talent management perspectives in seven multinational corporations in Beijing and found that six of them adopted exclusive perspectives, either position or people, whereas only one company had adopted an inclusive-people approach. Very few studies have analysed the talent management of western multinational companies in China. From analysing seven case studies Hartmann, Feisel, & Schober (2010) found that talent management practices of these companies are transferred to China without many changes and focused mainly on the talent development and organisational culture.

Scroggins, Benson, Burbach, & Royle (2010) argued that the success of talent management practices is dependent on a combination of factors, including involvement of stakeholders and top management support, micro-political exchanges, and the integration of global human resource information system and talent management. The complex, highly



competitive, dynamic and extremely volatile environment along with challenges related to talent flow, the generational difference of employees and talent shortage makes it imperative for organisations to be global and have a systematic management of their human capital. This is termed as ‘Global Talent Management’ (GTM), which simply means managing talent in the global context. From the year 2010, talent management literature witnessed a number of articles with the term global talent management. Tarique & Schuler (2010) proposed an integrative framework for the advancement of research in global talent management after defining it as ‘systematically utilising IHRM activities to attract, develop, and retain individuals with high levels of human capital consistent with the strategic directions of the multinational enterprise in a dynamic, highly competitive, and global environment’. The global challenges which include talent shortages, talent surpluses, compensation of talent and locating and relocating talent provide the strategic opportunities to firms through global talent management. Further, Farndale, Scullion, & Sparrow (2010) examined the role of corporate human resource function in global talent management from two perspectives viz. increasing global competition for talent, and new forms of international mobility. Mellahi & Collings (2010) focused on talent management failures in multinational enterprises and examined the barriers to corporate advancement for talents. Whelan (2011) conducted a study in knowledge-intensive organisations and found that the focus of talent management endeavours should not only be on key position identification in an organisation but also on the linking the employees in key positions.

Drawing on agency theory they highlighted that self-serving mechanism exhibited by subsidiary managers at the subsidiary level result in talent management failures throughout the multinational companies. Vaiman & Holden (2011) identified the critical challenges that shape the talent management landscape in the Central and Eastern Europe (CEE) region, which includes identification of talent, expatriation issues, English-language competence, learning context and the local perception of foreign firms as employers. To better understand the talent management, Preece, Iles, & Chuai (2011) investigated seven companies in Beijing and found that these companies adopted talent management to address their necessity to attract, retain and manage ‘talented’ people. Similarly, Jones, Whitaker, Seet, & Parkin (2012) explored the nature of talent management in Australian organisations and found that there is a difference in execution of talent management with a spectrum of various approaches and most of the firms take an individualistic approach to talent management. An extensive study conducted in 37 multinational corporations in North America, Europe, and Asia on their talent management systems by Stahl et al. (2012) found that competitive advantage does not evolve from designing and implementing best practices, but through proper internal alignment of various talent management elements, their embeddedness in the organisation’s value system, their linkage with business strategy, and their global coordination.

Garavan (2012) demonstrated that global talent management is strategically important as it helped the firms to manage downsizing, expansion, structural alignment, and growth in the future. Complementing this, Vaiman, Scullion, & Collings (2012) listed the major factors that

influence talent management decision making in the global context which included talent shortages, demographics, and societal trends, corporate social responsibility, diversity, the increasing mobility, permanent shift to a knowledge-based economy and growing importance of emerging markets. Downs & Swailes (2013) debated the prevalent assumptions of talent management practices, like talent shortages, talent war etc. ignoring the social and ethical dimensions of talent management. They proposed a set of principles based on Sen's Capability Approach based on the idea of freedom rather than resources.

The investigation of Skuza, Scullion, & McDonnell (2013) regarding talent management in organisations of Poland, proved that they were not converging with western models. The key to high potential identification in western organisations is the competencies and skills, which are not being used in organisations in Poland. The study of influential factors that negatively affected Russian talent management by Holden & Vaiman (2013) identified six factors which include Russia's default position, entrenched boss-dom, mistrust of institutions, the persistence of Sovietial mentality, negative selection, and lack of empowerment. The study on 700 German SMEs by Festing, Schäfer, & Scullion (2013) found that these enterprises placed high importance on talent management reflecting a developmental approach, and most of them favoured an inclusive approach to talent management by targeting all or most employees.

Based on the extensive review, Dries (2013) commented that even though talent management has yet to reach the status of a 'mature' field, it is undoubtedly an area of academic inquiry. They call for more empirical

works either from phenomenon-driven or theory-driven perspective in talent management to advance the domain as a mature field of study. Instead of best practices in talent management, they focussed on the best fit for talent management with strategic goals and organisational culture. On the other side, it is very important for organisations to have explicit goals of talent management in order to assess return on investment (ROI).

There are a number of areas in talent management where there is a paucity of studies. Cappelli & Keller (2014) proposed the new themes in talent management that focus on the challenge of open labour markets, new models for job rotation of employees, and strategic jobs. Likewise, Al Ariss et al. (2014) draws attention to the major issues that the future research in talent management might focus on. This includes theoretical insights to talent management in international business, talent management models, effects of inclusive and exclusive approaches, mechanisms to promote linkages between global diversity management and talent management, barriers, talent management models in medium and small-size organisations, theoretical bridges between expatriation and talent management, comparisons of talent management policies and practices, and role of stakeholders in shaping talent management.

Cerdin & Brewster (2014) defined global talent management as the combination of high-potential development and global career development and emphasised that a comprehensive approach to expatriation in the talent management framework has implications on the mix of short-term financial arrangements as well as long-term career commitments. Examining the talent management processes in the Arab region, Sidani, Al, & Al Ariss

(2014) found that organisations always keep a strategic balance between local adaptation and global assimilation. Even though talent management and expatriation are used interchangeably, they are distinct concepts.

Public sector organisations face intense competition for talented employees and the talent shortage, but the empirical works on the talent management in the public sector are limited. Thunnissen & Buttiens (2016) examined conceptualisation of talent management in these organisations and the contextual factors that influence the adoption of talent management approach and found that it is highly influenced by context, the actors of talent management and their interrelations. Recent studies have also checked the applicability of talent management frameworks in non-profit organisations, where Lumme-Tuomala (2017) confirmed its contribution in the better identification, attraction, and retention of talent in non-profit organisations. The conventional wisdom is used in recruitment and retention in these organisations which include the number of required competencies and previous experiences in similar organisations. As these do not take into account of meta-competencies, these competency frameworks are not feasible in the current business environment. Adding on, Brewster, Cerdin, & Sharma (2017) highlighted that non-profit organisations have unique advantages and problems in talent management. The major advantages identified are the commitment levels of the mission and the focus on beneficiaries whereas the problems are the unwillingness to spend resources and non-competitive salaries.

Krishnan & Scullion (2017) provided a theoretical basis for the variation in the human resource and talent management practices between

large and SME firms and explored the applicability of the talent management in large firms in an SME context. They argued that due to distinct institutional and structural factors, talent management in SMEs is probably different from large firms. Through a study to explore talent management experiences in the Chinese context and the extent of the influence of ‘guanxi’ on talent management, Gibb & Zhang (2017) revealed that even though ‘guanxi’ is not the sole influencer, it has an important role in determining the experience of talent management. So the influence of the same need to be incorporated while understanding and researching talent management in the Chinese context.

A comprehensive review conducted recently by McDonnell, Collings, Mellahi, & Schuler (2017) to trace the advancement of talent management domain and propose future directions, identified mainly two dominated streams in literature namely the ‘managing high performers and potentials’, and the ‘strategic position identification and talent management systems’. Even though ‘global talent management’ has been prominent in the literature recently, it incorporates these two streams on a global scale. Along with encouraging more clarity around talent management concept, they highlighted the importance of a more comprehensive methodology. The lack of research attention considering the individual talents as the unit of analysis is limited.

As like the growth phase of any established academic domain, talent management has also started off from divergent views of thoughts on the topic. Even though the development of the talent management area till date has been very difficult, it is gaining increased agreement on conceptual

boundaries among scholars. The steady increase in talent management articles over the years point towards the increased scholarly attention. Despite the criticisms, talent management is establishing itself as an important area in strategic human resource management.

## **2.4 Theme 3: Talent Management Practices**

Talent management practices have become one of the important themes discussed in talent management literature, with serious scholarly interest seen since 2012. The lack of clarity in the concept of talent management has been reflected in the practices too. In the academic talent management literature, a broad variety of practices are discussed. Berger & Berger (2003) identified competencies, performance management and career track planning as the building blocks of talent management, whereas Farley (2005) argued that talent management comprises of all talent processes for optimising people within an organisation which includes performance management, succession planning, talent reviews, development planning and support, career development, workforce planning, and recruiting.

According to Lockwood (2006), there are five primary areas of talent management, namely talent attraction, talent selection, engagement, development, and retention. Similarly, CIPD (2007) found that talent management includes talent attraction, identification, development, engagement, and deployment. Based on the findings from nine case studies, they argued that talent strategy based on an agreed, organisation-wide definition of talent management is crucial for talent management practices, and the starting point of the talent management process is the

talent identification using the definition of talent in the organisation. Moreover, talent development incorporates a blend of informal and formal methods with the crucial role of human resource specialists in providing support and guidance in the design and development and the processes to track the performance and progress of talents.

Based on structured interviews, Blass (2007) found that talent management systems of different organisations have 18 dimensions that can be grouped into three areas viz. defining talent; developing talent, and structures and systems to support talent management. Defining talent refers to how talent is identified and defined in organisations which include six dimensions such as the size of the talent pool, entry criteria, decision process, permanency of definition, recruitment as a source of talent and transparency. The dimensions of developing talent constitute development practices, career development/ management processes and practices. Structures and systems to support talent management include the interdependencies between talent management and performance management processes, the extent of technology used, system's flexibility and the ownership of talent management within an organisation.

The study conducted by Ready & Conger (2007) among human resource executives from 40 global companies highlighted that functionality and vitality are the essentials of an effective talent management. Functionality refers to rigorous talent processes that support strategic and cultural objectives whereas vitality refers to the emotional commitment by management that is reflected in daily actions. The deep-seated senior management commitment and integration with business strategy are essential elements of talent



management. According to Hughes & Rog (2008) organisations implementing talent management strategy need to ensure various elements like talent definition, CEO commitment, strategic alignment, talent assessment, data management and analysis systems, line management accountability and human resource audit.

Puvitayaphan (2008) argued that four key functions of talent management practices included talent identification, talent development, talent motivation and talent compensation. They suggested that the talent management process starts with talent identification where the criteria for selection are the employees' performance and potential. Usually, ten per cent of the total employees were identified as talented employees in an organisation. Identification is followed by the talent development through practices like systematic development programs, challenging tasks, stretch assignments etc. which vary from organisation to organisation. Talent motivation is carried out using career development tool that develops career paths for talented employees in which promotion and job rotation are the major two approaches. Even though talent compensation was identified as a function of their study, it was not significantly emphasised in the organisations because it was part of their existing systems.

Similar findings were emphasised by Dries & Pepermans (2008) who classified talent management practices into four domains viz. identification, training and development, succession planning and retention management. Identification includes practices like performance appraisals, bottom-up nomination, talent review meetings, and development centres to identify talents, whereas training and development practices include management

skills training, challenging assignments, early leadership experiences, job rotation and one-to-one coaching. Succession planning practices encompass job interviews, assessment centres, curriculum vitae database of all employees and nomination by board members, whereas retention management practices include workforce segmentation, reward policies, career opportunities and expectations management.

Based on two case studies of successful high potential talent development programmes, Fulmer, Stumpf, & Bleak (2009) identified that talent management programme needs to be aligned with the business strategy with the mention on talent definition, talent identification and talent development. According to them, the starting point of a successful talent management implementation is talent definition that is attained through the identification of leadership competencies. High potential talent identification should set time frame, build in flexibility to change, information sharing with candidates, visible senior management support, and involvement of line managers. The effective talent development practices include providing access and exposure to senior management along with the cost and resource-efficient practices like specialised leadership development tracks, developmental/stretch assignments, specialised learning opportunities, technology-enhanced learning and up to date individual developmental plans, action learning, and coaching/mentoring.

Extending on the war for talent concept, Guthridge, Komm, & Lawson (2008) identified three important talent management strategies that can have a greater impact on the organisation which includes targeting talent at all levels, developing a number of value propositions and

strengthening the human resources. According to Garrow & Hirsh (2008), there are two dimensions of talent management namely 'focus' and 'fit' where 'focus' refers to a clear strategy on how talent management meet organisational objectives and 'fit' refers to the alignment of talent management processes and strategic objectives. These were highlighted as key dimensions of talent management that require major consideration in all organisations. In the same vein, Annunzio-green (2008) has found that the approaches to talent management were organisation specific and the talent management approach is tailored to the context, which is driven by internal expertise and available resources.

Applying supply chain perspective in managing talent, Cappelli (2009) proposed four principles for talent management, two for addressing the uncertainty of demand and two for addressing uncertainty in supply. Analysing the case study of Indian pharmaceutical organisation, Sharma & Bhatnagar (2009) identified major elements of talent management strategy which include defining the competency framework, in-depth talent assessment of internal and external talent based on competency framework, identification of key positions and career development opportunities. They also suggested that the five steps in talent management comprise of talent identification, individual development planning, deployment strategies, deployment, and review.

An extensive review of literature till date identified that seventy per cent of the articles consider talent management practices and the main focus is in three areas such as recruitment, staffing and succession planning, training and development, and retention management (Thunnissen, Boselie,

& Fruytier, 2013c). In the Polish context, talent management practices mainly comprise of talent identification, talent development and talent evaluation (Skuza et al., 2013). Talent identification is the starting point of talent management followed by talent development. A strong commitment is required for effective execution of talent development which includes outside courses and formal training as well as in-house development through mentoring, coaching, cross-functional projects, job rotation and participation in challenging assignments. Talent evaluation highlights the importance of well-planned evaluation processes to confirm the effectiveness of talent management practices. Analysing the talent management practices in Spain, Valverde, Scullion, & Ryan (2013) argued that talent management needs to go beyond specific practices to have a strategic approach to human talent. Moreover, certain human resource policies related to talent management that are adopted in large companies cannot be directly applied to medium and small organisations.

According to Phillips (2014) talent management is a continuous process with five key elements such as attracting, selecting, engaging, developing and retaining employees, and which encompasses the steps of strategy, execution and evaluation that considers the organisation's values and competencies as the core element of the framework. The most widely adopted practices of talent management in Chinese and Indian context include financial incentives, training and development, performance management, and fast-track promotion, Cooke, Saini, & Wang (2014) and these practices resemble the high-performance work practices. Assessing the eight talent management practices such as management commitment, talent review process, workforce planning, staffing, talent acquisition,

talent development, performance management and talent retention in the South African context,

Barkhuizen, Mogwere, & Schutte (2014) found that talent management practices in African region are applied on a below average scale. Among the practices, it is the performance management systems, retention strategies, talent review processes, management commitment towards talent management that were found to be very low. It has been argued that the talent mindset is crucial for achieving desired results through talent management. But a study in the South African aviation industry found that the talent mindset of leaders and leadership commitment towards talent management practices was low (Barkhuizen, Welby-cooke, Schutte, & Stanz, 2014).

The companies with an agreed definition of talent management and elaborate talent management strategy have higher ability to manage talents (Latukha, 2014). But a majority of companies in Russia does not have an agreed definition and this significant variation in understanding of talent management phenomena was termed as talent identification challenge which limits the development of talent management practices in Russian companies. In the Malaysian context, major talent management practices include talent identification and talent development, in which performance appraisal by an immediate superior is a common method of identification whereas job enlargement, executive development programme and mentoring or coaching are the common methods for development (Juhdi, Pa'wan, & Hansaram, 2015). Based on a study in the Pakistan context, Bayyurt & Rizvi (2015) identified five dimensions of talent management,

namely human resource policy, training and development, ability, motivation, and opportunity.

Downs (2015) has provided a practical guide for high-potential development in organisations which focuses two aspects viz. clear differentiation between high performers and high potentials and defining the process to identify high-potential employees. They recommended that the high-potential identification process need to be objective and consistent. Performance appraisals and reviews, organisational talent reviews, individual development plans, career plans and anecdotal data are the main tools of high potential identification in organisations. Analysing the talent management in Dutch academia, Thunnissen (2015) found three main talent management practices viz. talent identification, selection and development in the organisation. Referring to effective utilisation of self-initiated expatriates, Vaiman, Haslberger, & Vance (2015) discussed the core elements of talent management which includes identifying, recruiting, and selecting talent from the external market developing employees through managing talent flows and ensuring retention of talented employees.

Based on the case study conducted in four Chinese SMEs, Cui, Khan, & Tarba (2016) found that career advancement opportunities, work environment, and good compensation packages are considered as the best strategies for talent attraction. Among the various recruitment strategies used by SMEs, the internship is one of the most frequently used strategies. Even though SMEs use approaches similar to that of firms in developed markets more attention is given to the job roles and compensation

packages. Analysis results of 201 firms found significant differences between the talent management motives of multinational companies and local firms, with multinationals having more tactical motivations for their talent management systems. The study also shows significant differences in the talent management practices between these companies, with multinationals implementing more robust systems of talent management overall. The findings indicate that the motives for talent management and the practices that are pursued by organisations are society-bound. The study of talent management motives and practices has to be framed within the context of the institution as this shapes the way in which actors perceive and respond to environmental and organisational stimuli and the extent to which they seek to protect the rules that shape and structure their environments.

Using the case study method, Naim & Lenka (2017) unveiled talent management systems in Indian IT organisations and identified certain critical practices namely talent development, recognition and rewards, performance management, knowledge management and use of social media. The talent development is mainly focussed on learning, performance feedback, recognition, career development, and leadership development, whereas performance management includes goal management, 360-degree feedback, performance appraisals, succession planning, and development planning. Similarly, recognition and rewards focus on various initiatives such as rewarding individualised benefits, merit-based pay, and stock options. Specifically, rewards are considered crucial to retain the talent pool. Knowledge management system creates, disseminates and provides access to business knowledge.

A study on the use of social networking as an effective tool for employer branding and talent acquisition in India by Nayak, Bhatnagar, & Budhwar (2017) confirmed the increased use of social networking sites for employer branding, talent sourcing, acquisition and retention, and reinforcing interconnections between employees. Conducting a case study to analyze the talent management system in a Portuguese multinational organisation, Ribeiro & Machado (2017) emphasises that the success of each talent management practice is influenced by the situation, organisational context and the organisation's ability to innovate the implemented policies and practices.

In conclusion, the studies related to talent management practices indicated that the majority of concentrated practices include attraction, recruitment and selection, training and development, retention of talent, succession planning and performance management. Literature in talent management practices has been concentrated in Europe, South and East Asia and North-America and the practices under investigation varied with the region of the study. In the European context, talent management practices focused include talent identification, retention and recruitment whereas, in South and East Asian context, it includes talent attraction, retention, and development. In North-American context, various practices have received the attention of scholars with even limited single practices in certain regions.

Talent management practices and activities serve to manage talents so that the organisations' goals are met. Various practices have been incorporated into the title 'talent management', but there is still lack of consensus on the practices. It is a dominant topic of research with special



focus on activities that identify, attract, develop and deploy talent, along with emphasising on the talent strategy and key position identification. In view of all that has been mentioned so far, it can be concluded that majority do not prescribe specific practices but promote a ‘best fit model’. Instead of prescribing specific practices, thrust is given to alignment of talent management with the internal and external environment of the organisation.

## **2.5 Theme 4: Outcomes of Talent Management**

The objective of investing in talent management is to create positive outcomes in the organisation and this obvious reason has made outcomes of talent management a dominant theme in talent management literature Thunnissen, Boselie, & Fruytier (2013). Since 2006 the academic work including empirical works that focus on the talent management outcomes has substantially increased in recent years. Studies have examined talent management outcomes as organisational level outcomes and employee level outcomes of talent management.

### **2.5.1 Organisation-Level Outcomes of Talent Management**

Lockwood (2006) pointed out that effective talent management practices will result in more engaged employees and lower turnover. CIPD (2007) underlined talent management as a tool to enhance an organisation’s image, support employer branding in the labour market, enhance employee engagement and improve retention. The major benefits of effective talent management strategy for organisations according to Hughes & Rog (2008) include improved employee recruitment and retention rates and enhanced employee engagement which will lead to improved operational and financial performance. On the other side, Yapp (2009) looked at the

perceived costs of failures in talent investments which include failure to deliver the required productivity, quality and revenue, lowered customer satisfaction, brand and reputation, unfavourable perception of the employer brand and difficulty in attracting or retaining the best talent increased the cost of recruitment. Based on inferences from case analysis of an Indian pharmaceutical company, Sharma & Bhatnagar (2009) acknowledged that the talent mindset of the organisation helped in recruiting the best talent from the competitors, reduced the attrition of the top talent employees and fill the key positions through succession planning. Tymon, Stumpf, & Doh (2010) also examined talent management outcomes in the Indian context and found that intrinsic rewards play a critical role in determining employee retention, satisfaction with the organisation, and career success.

Bethke-langenegger & Mahler (2010) investigated the impact of talent management strategies on organisational performance in Swiss organisations and found that the talent management strategy has a significant positive impact on corporate profit and corporate attractiveness. The business strategy that focussed on talent management practices has the highest impact on corporate profit than talent management practices with any other focus. From the perspective of knowledge creation, Vivas-López, Peris-Ortiz, & Rueda-Armengot, (2011) examined the relationship between talent management and organisational learning in Spanish companies. For the creation of knowledge, organisations need to have talent management that will support and enhance organisational learning. Based on the evidence from the study of UK owned multinational companies, Sheehan (2012) argued that investments in talent management, mainly for the development of the high potential line managers have a positive effect on perceived subsidiary performance.

Chadee & Raman (2012) confirmed a positive influence of talent management and external knowledge on firm performance and that talent management strongly mediates the relationship between external knowledge and performance. Further, Raman, Chadee, Roxas, & Michailova (2013) explained that the influence of global mindset on partnership quality is strongly mediated by talent management. The organisation can avail the full benefits of global mindset on high-quality partnerships with their clients only with a well-developed talent management. With a global view towards talent management, Ewerlin (2013) investigated the influence of global talent management programmes on employer attractiveness and demonstrated a positive relationship which was found to be moderated by the cultural background of the employees.

The study of talent management on organisational trust in the hotel industry of Ankara conducted by Altınöz, Çakıroğlu, & Çöp (2013) claimed that talent management has a significant positive effect on organisational trust, organisational efficiency, and performance. Barkhuizen (2014) investigated the talent management practices in South African local government institutions and found that there was a significant difference in the perception of talent management with the demographic characteristics of the employees, where senior management employees and employees with postgraduate qualifications perceive higher levels of talent management practices. In a similar context, Barkhuizen, Mogwere, & Schutte (2014) explored the relationship between talent management, work engagement, and service quality orientation and found a positive relationship between some talent management and work engagement dimensions, but no relationship between talent management and service

quality orientation. Latukha (2014) investigated the influence of talent management practices on company's performance in Russian companies and proved that talent management positively influences company's aggregate achievement which includes market share, customer satisfaction, profitability and revenue growth. Likewise, Bayyurt & Rizvi (2015) argued that within the five dimensions of talent management, human resource policy, training and development, ability and motivation had the strong positive impact on perceived organisational effectiveness. Based on cross-industry panel data from large-scale international companies, Krebs, Marius, & Kabst (2017) found a positive relationship between talent management and workforce performance, which is independent of management quality and moderated by industry skill intensity.

### **2.5.2 Employee-Level Outcomes of Talent Management**

The effectiveness of talent management can be captured by the outcomes it creates in the employees. Even though empirical works are comparatively low, recent academic studies in talent management have identified the significance of this perspective. The empirical studies exploring the influence on employee outcomes have gained momentum since 2012. According to Dries & Pepermans (2008), high potential employees who are benefited from talent management system had a low intention of leaving their current organisation in the future. In the research framework proposed by Collings & Mellahi (2009), talent management was hypothesised to have a positive influence on work motivation, organisational commitment, extra-role behaviour.

Using responses of 340 employees from seven different organisations, Gussenhoven, (2009) showed that the amount of talent management practices had an indirect effect on affective organisational commitment via psychological contract fulfilment. Campbell & Smith (2010) found that formally identified high potential employees help to develop other employees in the organisations. Exploring the influence of performance management integrated talent management on employee commitment of the organisation in the service industry of Istanbul, Vural, Vardarlier, & Aykir (2012) identified that organisations that use talent management practices integrated with performance management had a moderate positive influence on the employee commitment.

Through the lens of psychological contract theory, Höglund (2012) found that employee responses to differentiation in terms of contingent inducements mediate the direct relationship between human resource management practices and human capital, and inferred that differential treatment of employees based on talent have positive effects on employee motivation and felt obligations to develop skills and applying these for the organisation. Building on social exchange theory, Björkman, Ehrnrooth, Makela, Smale, & Sumelius (2013) examined the effect of talent identification on employee attitudes with the responses of 769 managers in nine Nordic multinational corporations and claimed that the individuals who perceive that they are identified as talent are more likely to accept increasing performance demands, commitment to build competencies, actively support the strategic priorities of the firm and show more identification with the unit and the company than those who perceive that they are not identified as talent and those who do not know whether they

are identified as talent. Similarly, the turnover intentions of employees identified as talent are less than the latter groups. In addition, Chami-malaeb & Garavan (2013) found that talent and leadership development practices were positively related to intention to stay and affective commitment where the affective commitment partially mediated the relationship between talent development and intention to stay and fully mediated between leadership development and intention to stay.

Examining the concept of workforce differentiation, Gelens, Dries, Hofmans, & Pepermans (2013) proposed a research agenda suggesting the mediating role of perceived organisational justice in the relationship between talent management practices and differential employee reactions. The framework was endorsed by Swailes (2013) as it deals with the fundamental question about the feelings of identified and unidentified talent. This research framework was empirically validated by Gelens, Dries, Hofmans, & Pepermans (2014) and found that distributive justice perceptions were significantly higher for employees identified as a high potential, and the perceived distributive justice fully mediated the relationship between an employee's identification and the level of job satisfaction. Perceived procedural justice was found to have a moderating effect on the relationship between perceived distributive justice and work effort. Based on two studies conducted in two different 'talent' populations, Gelens, Dries, Hofmans, & Pepermans (2014) also found that employees who were designated as talent had a stronger perception of organisational support, and the relationship between an employee's designation as talent and affective commitment is mediated by perceived organisational support.

The concept of talent perception incongruence was introduced by Sonnenberg, van Zijderveld, & Brinks (2014) in the talent management literature and was explained as situations where the organisation's executives perceive an individual as 'talent', but the individual is unaware of this, and vice versa. Based on the quantitative analysis of 2660 respondents within 21 organisations, they proved that talent-perception incongruence partially mediates the relationship between perceived talent management practices and psychological-contract fulfilment. They emphasised the significant role of talent-perception incongruence in determining talent management outcomes.

Dries & Gieter (2014) investigated the implicit beliefs regarding the terms of the exchange relationship between high potential employees and their organisations and identified high levels of disagreement between human resource directors and high potentials about the terms of the exchange relationship along with occurrence of information asymmetries in high potential programmes by deliberately withholding information about the programmes from participants. Using the Bowen and Ostroff's framework on the strength of human resource management system and attribution theory, Malik & Singh (2014) investigated the impact of high potential programmes on attitudes and behaviours of unidentified other employees known as 'B players'. The moderating role of trust, achievement motivation profiles and power motivation profiles in the relationship between various meta-features of high potential programmes, the perception of unfairness and high potential attributions among 'B players' was proposed. The high potential programmes with high distinctiveness, consistency, and consensus, as well as perceptions of

unfairness about these programmes, may lead to control focused high potential attributions than commitment-focused high potential attributions among 'B players'. In addition, they anticipated that commitment-focused high potential attributions may show a positive association with 'B players' commitment, and organisational citizenship behaviours (OCB), whereas control focused high potential attributions may show a negative association with the same. Alias, Nor, & Hassan (2014) found that talent management practices namely managerial support, employee career development, and rewards and recognition have a positive relationship with employee engagement, which ultimately leads to employee retention in IT organisations. Employee engagement has a mediating role in the relationship between talent management practices-employee career development and rewards and recognition and employee retention. The ongoing discussion on the role of membership in talent pools of the work-related attitudes of employees has resulted in few empirical studies.

A literature-based analysis of talent management and employee performance conducted by Mensah (2015) conceded that implementation of talent management affects employee performance through talent management outputs. Luna-arocas & Morley (2015) found a significant relationship between talent mindset competency and job performance which is mediated by job satisfaction. They emphasised the need for the development of a comprehensive talent system which may directly affect job satisfaction and indirectly affect job performance. Plessis, Barkhuizen, Stanz, & Schutte (2015) determined the relationship between talent management and the turnover intentions of 'Generation Y' employees, and the intervening role of perceived support. Results suggested that talent



management practices are significantly related to perceived organisational support and intention to quit. But the results failed to prove the perceived organisational support and perceived supervisor support as the mediators in the relationship between talent management and employee intention to quit.

Using the theories of social exchange and expectancy, Khoreva & Vaiman (2015) examined the association between talent identification, perceived effectiveness of leadership development activities, willingness to participate in those activities and actual participation. The results revealed that perceived effectiveness of leadership development activities has a positive association with the willingness of employees to undertake those activities and actual participation in them. Seopa, Wöcke, & Leeds (2015) investigated the impact of inclusion or exclusion in the talent pool on the employee's psychological contract, organisational citizenship behaviour, organisational commitment, trust, and turnover intentions. The inclusion in the talent pools was found to have a significant positive relationship with organisational commitment and organisational citizenship behaviour of employees, where employees included in talent pools show more organisational commitment and citizenship behaviour, but did not influence trust and the intention to stay with organisations. Swailes & Blackburn (2016) identified that employees selected in talent pools had positive perception regarding their future prospects than employees who are not selected. Moreover, employees not selected in talent pools report lower organisational support, higher unfairness and lower expectations from the organisation.

Polonia & Manuel (2017) examined managers' responses to informal and formal talent management practices in organisations and its influence on managers' involvement in the talent management design process, the level of skill usage, and level of satisfaction. The formal talent management practices were found to promote managers' involvement, increase levels of satisfaction, and decrease quit intentions. Khoreva, Vaiman, & Van Zalk (2017) found that the perception of talent management practices significantly influences the commitment of employees towards leadership competence development, mediated by psychological contract fulfilment. Similarly, Malik, Singh, & Chan (2017) found that there is a positive relationship between high potential programme participation and employee outcomes like affective commitment and turnover intention. Moreover, it was found that commitment-focused high potential attributions mediate the relationship between participation in the high potential programme and employee outcomes namely affective commitment, job satisfaction, organisational citizenship behaviour, and turnover intention.

The increasing concern for justice-related issues of talent management is also evident in the recent literature. Using the theoretical foundations of social exchange theory and equity theory, O'Connor & Crowley-Henry (2017) proposed the relationship between organisational justice perception of the exclusive talent management practices and employee engagement, which may ultimately influence the organisational and employee outcomes. Based on the critical review of the literature, De Boeck, Dries, & Meyers (2017) found that talent management practices and talent status increases outcomes like commitment, satisfaction, beliefs in knowledge, skills, and abilities (KSA), and employee performance. It also decreases the turnover

intention of employees. The chances of negative affective reactions like stress, identity struggles, insecurity and cognitive reactions like psychological contract breach in talents were associated with talent management practices and status. They emphasised the lack of empirical evidence to confirm the negative reactions regarding talent management among non-talents.

However limited numbers of studies have considered employee-level outcomes of talent management till 2015, and this stream of thought has strong implications for future research. Moreover, this stream of thought has gained momentum only recently. Among the studies reviewed here, it could be figured out that dominant employee outcomes dealt in talent management studies include the intention to leave/stay, organisational commitment, psychological contract fulfilment, organisational citizenship behaviour and organisational justice.

## **2.6 Talent Management Studies in Indian Context**

The talent management literature in Indian context have major contributions from Sharma & Bhatnagar (2009), Tymon, Stumpf, & Doh (2010), Naim & Lenka (2017), Nayak, Bhatnagar, & Budhwar (2017). Sharma & Bhatnagar (2009) identified major elements of talent management strategy which include defining the competency framework, in-depth talent assessment of internal and external talent based on competency framework, identification of key positions and career development opportunities, whereas Naim & Lenka (2017) unveiled talent management systems in IT organisations and identified certain critical practices namely talent development, recognition and rewards,

performance management, knowledge management and use of social media. Though Chadee & Raman (2012) confirmed a positive influence of talent management and external knowledge on firm performance, similar studies highlighting the outcomes of talent management in the Indian context is limited.

## **2.7 Research Gap**

Talent management area is still in its adolescence but academicians anticipate a bright future for this domain. The present review identified that there has been an increased academic interest in talent management area over the last one decade with a steady and significant growth in the empirical works since 2007. This has been evident from calls for talent management empirical research from journals along with the expansion of the academic community interested in it. But the major journals that stand out in the number of empirical publications are namely Journal of World Business (JWB) and the International Journal of Human Resource Management (IJHRM) which are dominated by US-based scholars and empirical research by EU-based scholars. There has been an only limited research in the African and Asian context which provides scope for further research.

Review of literature strongly highlights the need for empirical research for taking the talent management domain ahead to mature field of study. Therefore, empirical studies that validate various existing concepts and arguments in talent management are prospects for future studies in the area. In addition, the empirical works in talent management till date had been revolved around the managers' perspectives, neglecting the perspectives of other

stakeholders and adopt a narrow and one-dimensional approach. In order to broaden the understanding of talent management domain, multilevel approaches need to be employed, especially from the employee point of view. Even though there are limited studies viewing the domain from the employee perspective, it is not sufficiently large enough to capture the scenario. The employee level outcomes need to be more rigorously studied in order to provide legitimacy for the claims of effectiveness of talent management.

Due to the increasing skill shortages and changing workforce trends, retention of employees is still a challenging issue for organisations. So among the employee level outcomes, employee retention could be a prominent one that need to catch the attention of the researchers. The role of talent management in retaining employees has been one of the most advertised benefits of talent management by the practitioners and talent management consultants. But academic studies exploring the link between talent management and retention are still limited. Handling the exit and turnover of talented employees using talent management is rarely an issue in the talent management literature.

As India has the high attrition rate in the world (Hay Group, 2013) with one in four employees having the intention to switch their present jobs, and around 54 per cent of employees has had a serious thought of leaving the organisation despite the salary hikes averaging 15 per cent per annum (Appleton, 2008), the study on how talent management improves employee retention in Indian context could be more relevant.

Looking merely at the relationship of talent management and retention may not reflect the actual scenario. Within the few works that

looked at the relationship between talent management and retention, none of them have actually described how talent management influences retention of employees. There could be various attitudinal variables that may affect this relationship, which has not been seriously explored. Explaining the relationship between talent management and retention using different employee attitudes could be an avenue for future research.

The studies presented in the review provide evidence that organisational justice and talent perception incongruence have evolved as important mediators in determining the outcomes of talent management. Moreover, the role of perceived organisational justice of exclusive talent management practices on the employee outcomes is considered as an under-researched topic (O'Connor & Crowley-Henry, 2017). Apart from the parent study which proposed and tested these mediating variables, not many empirical studies have been carried out considering these variables. These variables may have a significant contribution to the relationship between talent management and retention of employees and may help in explaining the relationship and providing a comprehensive model on how talent management leads to employee retention. Hence an empirical investigation of the link between talent management and intention to stay and validation of the role of organisational justice and talent perception incongruence in this relationship constitutes a major implication of further research in talent management. The present study is an attempt to study these variables and their relationships in the Indian context, to present a comprehensive model that would provide valuable insights into the phenomena.

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# Chapter 3

## CONCEPTUAL FORMULATION

### Contents

- 3.1 *Theoretical Background of Talent Management*
- 3.2 *Formulation of Conceptual Model*

This chapter details the conceptual formulation of the study. The theoretical background of talent management is discussed. Based on the theoretical support, the research propositions for the present study are formulated and presented as the conceptual model.

### 3.1 Theoretical Background of Talent Management

The increasing popularity of talent management among academicians and practitioners makes it extremely necessary to validate the concept with empirical evidence, which requires a strong conceptual framework. While developing a conceptual framework for the present study, the questions that were raised include ‘what are the theories that underpin the talent management concept?’ and ‘how should talent management be investigated to consider it as a legitimate practice to enhance employees’ intention to stay’? The following paragraphs include the definition of talent management concept, the theoretical underpinnings for talent management and research propositions linking talent management practices and employees’ intention to stay as well as the intervening roles of talent perception congruence and

organisational justice. These research propositions are illustrated in the proposed conceptual model of the study.

The concept of talent management has encountered a substantial degree of debate on the lack of consistent definitions and conceptual boundaries (Ashton & Morton, 2005; Collings & Mellahi, 2009; Lewis & Heckman, 2006). The critical review of the literature found that three key streams of thought revolve around the concept of talent management (Lewis & Heckman, 2006). The first stream includes studies that merely replace the human resource management with the label of talent management. Studies in this stream have no contribution to the domain other than just rebranding human resource management. The second stream highlights the concept of talent pool development based on organisational objectives and builds on succession planning literature. The third stream emphasises on managing talented people by filling all roles in the organisation with ‘A performers’. Adding on to these Collings & Mellahi (2009) added a fourth stream that emphasises the key position identification. They recognised that identification of key positions as the starting point of rather than identification of talented individuals. The definition of talent management as... *‘activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation’* (Collings & Mellahi, 2009), is one of most adopted definitions in the talent management literature (Gallardo-



Gallardo et al., 2015). The present study builds on this defined boundary for the developing the conceptual framework.

This definition of talent management comprises of three elements namely identification of pivotal talent positions, talent pool development and differentiated human resource architecture to match key positions and talented employees. The systematic identification of key positions that differentially contributes to the sustainable competitive advantage of the organisation is the starting point of any talent management system. There is a need for greater attention on the differentiation of positions within organisations. Not all positions contribute equally to the strategic intent of the organisations, and therefore, the greater focus should be on those positions that can contribute significantly to the organisation's strategic goals. The concept on 'A positions' (Huselid et al., 2005) and organisational roles with above-average impact (Boudreau & Ramstad, 2005) argues the importance of identification of positions that have a huge strategic impact in the organisation. The 'key positions' or 'A positions' have a direct impact on the strategy and exhibits high-performance variability among people in the positions (Huselid et al., 2005). The existing scenario in many organisations favours the over-investment in non-strategic roles and the concept of talent management condemns this approach. Similarly, the key positions vary with organisations, and even organisations of the same industry may not have similar key positions. Therefore, it becomes critical for organisations to identify key positions that differentially contribute to the sustainable competitive advantage.

The second element emphasises the development of talent pool to fill the key positions in the organisations and the focus is on the differentiation of employees. There is a lack of consensus among academicians about ‘who is considered as talent’ and often organisations are given the flexibility to define talent. Every employee is different in terms of their performance and potential, and employees’ potential is a common denominator in identifying talents (CIPD, 2007). In this line, talent is defined as *‘those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential’* (CIPD, 2007). As the pivotal positions have huge strategic implications, it needs to be filled with talented employees and organisations should differentiate talents from other employees. The talent pool is developed with the objective of filling the key positions and it does not discount the value of other employees in the organisations. This drastically differs from the ‘topgrading’ concept (Smart, 2005) which recommends filling all positions in the organisation with ‘A performers’ and ‘war for talent’ approach proposed by the McKinsey consultants who argued elimination of ‘C players’ from the organisation (Michaels et al., 2001). It is impractical to fill all positions with talented employees which results in over-investment in non-strategic positions. The focus of talent management is to enhance maximum utilisation of resources through placing talented employees in key positions.

The final element of talent management comprises of differentiated human resource architecture that supports the filling of identified key positions with talented employees, through which their continued

commitment to the organisation can be ensured. This differentiated human resource architecture facilitates the identification of key positions and development of talent pools, so this element may overlap with the other two elements.

### **3.2 Formulation of Conceptual Model**

This section proposes the relationship between talent management practices and employees' intention to stay, building on the Resource-based View theory (RBV theory) and Social Exchange Theory (SET), which help in understanding the significance of talent management in handling retention issues of the organisation. The conceptual model explaining the role of talent perception congruence and organisational justice in the relationship between talent management practices and employees' intention to stay is developed incorporating the perceived organisational justice theory and congruence theory in talent management context.

#### **3.2.1 Resource-Based View Theory (RBV theory)**

Resource-based view theory argues that sustainable competitive advantage can be derived from a firm's resources that are valuable, rare, difficult to imitate and non-substitutable (Barney, 1991), which shifted the focus of strategy literature towards firm resources as sources of competitive advantage rather than the external factors. The physical assets in any organisations are deprived of these qualities to create sustained competitive advantage, and intangible assets such as proprietary intellectual capital, winning brands, and innovative ideas etc. have replaced it. All these intangible assets of an organisation are often contributions of employees, which provide a compelling explanation for the strategic role that employees

can play in creating a competitive advantage for organisations. This stream of thought, termed as strategic HRM, is premised on the resource-based view (Wright, Dunford, & Snell, 2001). The human resources of an organisation fulfill all the criteria of a firm's resource that is capable of creating a sustained competitive advantage (Wright, McMahan, & McWilliams, 1994). Obviously, not all human resources of an organisation can fit into these criteria, other than the high-quality HR pool. The talented employees with high performance and potential in an organisation comprise this type of HR pool. A highly talented pool of employees can always be a source of sustained competitive advantage.

Building on the RBV theory with the help of transaction cost economics model and human capital theory, Lepak & Snell (1999) argued that the limited resources of an organisation ought to be invested, based on the value and uniqueness of the human capital. In order to derive maximum out of these human capital investments, the organisation needs to have to invest substantially in highly valuable and unique employees in the organisation. This is in tune with the concept of workforce differentiation (Becker, Huselid, & Beatty, 2009), which emphasises a differentiated workforce strategy for attaining the strategic goals. This calls for disproportionate investments in those specific jobs and people, with disproportionate returns that lead to the strategic success of the organisation. Talent management is grounded in this workforce differentiation concept (Gelens et al., 2013) and focuses on identification of key positions and development of the talent pool (Collings & Mellahi, 2009). The wide acceptance for workforce differentiation among practitioners presents significant new prospects for the HR strategy literature

to focus on the antecedents and outcomes of workforce differentiation (Huselid et al., 2011). The argument holds true for talent management, as it is also based on workforce differentiation.

The Strategic HRM literature argues the positive impact of workforce differentiation at the organisational level (Becker & Huselid, 2006) especially in achieving the strategic goals of the organisations. Yet, there are also implications at the employee level as the distinctions are made among employees especially in strategic jobs. Moreover, differentiated workforce strategy may directly create variations in rewards and benefits employees receive, and so accounts for different employee reactions. Still, the studies which take the employee perspective towards workforce differentiation are limited (Becker et al., 2009). As employee reactions on workforce differentiation describe the reciprocation between employees and organisation, the social exchange theory comes into the picture to help in explaining the nature of the relationship.

### **3.2.2 Social Exchange Theory**

Social Exchange Theory (SET) is considered as one of the most prominent paradigms in organisational behaviour, based on three foundational ideas namely rules and norms of exchange, resources exchanged, and relationships that emerge (Cropanzano & Mitchell, 2005). When organisations take care of employees, the social exchange relationships evolve. This leads to positive reciprocation from the employee side leading to beneficial consequences. More precisely, employees may feel obliged to reciprocate to the favours and rewards received from the organisation. They may reciprocate with positive attitudes like affective commitment and less turnover intention,

and work performances like work effort, work quality and organisational citizenship behaviour (Kuvaas & Dysvik, 2010).

Applying the social exchange theory to talent management implies that when the organisation invests in the employees, they may have a felt obligation to reciprocate with positive attitudes and performance towards the organisation. The employees may showcase the high level of performance as well as develop positive attitudes towards the organisation which may get exhibited in the form of commitment and stay intentions. As talented employees are selected based on their performance and potential, high level of performance is guaranteed. So the studies may have to focus on various work attitudes exhibited by talented employees. While examining attitudes, it is more sensible to adopt a multi-component view of attitude that includes cognitive, affective and conative components (Ajzen, 1989).

Among the various attitudes exhibited, intention to stay of employees may be more crucial for organisations in the context of talent management. Intention to stay can be considered as a conative/behavioural component of attitude towards the organisation practicing talent management. This behavioural component is strong enough to predict the actual behaviour of employees, which in this case is the retention of employees. Losing a normal employee is costly for any organisation, because of replacement expenses incurred and hidden costs like productivity loss and morale damage (O'Connell & Kung, 2007; Tracey & Hinkin, 2008). So the costs associated with turnover of talented employees will be much higher. In addition, it has been found that the 'millennials', who constitutes a major

portion of employees in the global workforce, are job-hoppers (Gallup, 2016). The employees may not be keen to switch jobs, but if their organisations are not providing compelling reasons to stay, they become active job hunters throughout their career. But it is found that turnover rate of good-performers significantly decreases with the higher levels of HRM inducements and investments and HRM expectation-enhancing practices (Shaw, Dineen, Fang, & Vellella, 2009). Talent management is often referred as an important retention strategy for talented employees (Hughes & Rog, 2008b; Lockwood, 2006), which was empirically examined by a few authors. Findings of their studies suggest that the employees who have benefited from talent management system had lower intention to leave their current organisation (Björkman et al., 2013; Chami-malaeb & Garavan, 2013; Dries & Pepermans, 2008). In short, the role of talent management practices on the employees' intention to stay can be summarised as the first proposition stated below:

***Proposition 1: Talent management practices have a relationship with Employees' Intention to Stay.***

Talent management, as already explained, is a workforce differentiation practice. Even though differentiating between employees may be justifiable from a strategic perspective, it is no doubt that it creates inequality among employees. The earlier studies have identified that positive attitudes like lower turnover intention and commitment to developing competencies are exhibited by employees who are benefited, i.e., high potentials (Björkman et al., 2013). Adding on, Marescaux, De Winne, & Sels (2013) have identified the negative effects of workforce differentiation. Lower affective commitment levels were found for employees who experienced less

favourable treatment in the differentiation practice. In a similar line, talent management may also create differential reactions among employees who are identified as high potentials and those who are not. So the influence of talent management on employee attitudes like staying intentions can be better understood by using the theory of perceived organisational justice (Gelens et al., 2013).

### **3.2.3 Perceived Organisational Justice Theory**

The concept of justice has become significant in social science research over the last four decades. Organisational justice refers to the subjective perception of the employees on the fairness of allocations. Even though there are differences in the dimensionality of organisational justice, the most common described dimensions are distributive justice, procedural justice, informational justice and interpersonal justice (Colquitt, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Greenberg, 1990).

Distributive justice refers to fairness in the outcomes such as promotion opportunities or financial rewards. It is based on Equity Theory (Adams, 1965) which argues that individuals always evaluate the ratio of their outcomes to inputs in comparison to others, and if it is perceived to be unequal (over-reward or under-reward) they feel distressed. They may reduce this distress and restore equity through various techniques like changing or cognitively distorting outcomes or inputs, changing the reference point or terminating the relationship. In the talent management context, the non-high potentials who are not included in the talent pool of the organisation may compare their input–outcomes ratio with that of high potentials (Gelens et al., 2013) and may feel under-rewarded. The reactions



to inequity scenarios are affected by equity sensitivity of employees (Huseman, Hatfield, & Miles, 1987) and therefore within the non-high potential employees, the perception of the fairness of outcomes can vary. It is quite possible for employees to expect high potential status in order to perceive equity because all employees preferred being over-rewarded than equitably rewarded (Shore, 2004).

Adding on to the fairness of outcomes, Leventhal (1980) introduced the concept of fairness in the process by which the allocations were made and termed it as procedural justice. The six rules of perceiving justice in process and procedures include consistency over time and persons, uninfluenced by personal interest, based on correct information, corrected if identified as unfair, standing for the interests of all parties, and having moral and ethical consideration. The employees' perception of the neutrality of the procedures and trust in the organisation influence procedural justice (Tyler, 1989). Similarly, employees perceive higher fairness in procedures when they perceive their influence on the process to some extent (Lind & Tyler, 1988). All these justice rules are also applicable for talent management procedures. As there are no hard and fast rules that bind talent management procedures, it may vary between the organisations and even vary within the organisation with change in person who implements the procedures. The talent management procedures with input from employees, open communication strategy, and the proper evaluation methodology enhance the perception of procedural justice (Slan-Jerusalim & Hausdorf, 2007). So justice perception of procedures may also differ among employees in a talent management context.

Along with these dimensions, organisational justice also includes interactional justice. Even though strong debates happened regarding the conceptual overlapping on interactional justice and procedural justice, the majority of the studies have treated it differently (Cohen-Charash & Spector, 2001; Cropanzano, Prehar, & Chen, 2002). Procedural justice may be referred as the formal aspects of the process of resource allocation whereas interactional justice includes the social aspects related to the process (Cropanzano et al., 2002). Interactional justice includes interpersonal and informational justice, where interpersonal justice is related to the degree of dignity, politeness, and respect in the treatment of employees by their supervisors and informational justice focuses on the open and honest explanations on the process (Colquitt et al., 2001). Since talent management is often considered as a delicate issue, the fairness in the treatment of employees by supervisors is crucial especially for employees who are not identified as high potential. Similarly, the perception of informational justice may be deemed important in talent management context. Majority of the organisations adopt strategic ambiguity as a strategy for communicating their high potential programmes (Dries & Gieter, 2014; Dries & Pepermans, 2008), which create chances of multiple interpretations by stakeholders and responses. Organisations hesitate to communicate about their high potential programmes clearly, due to various reasons like fear of creating high expectations (Silzer & Church, 2010), fear of ‘crown prince syndrome’, fears of ‘subjective assessments’, and fears of ‘losing employee morale’ (Dries & Gieter, 2014). Moreover, high potential status can make employees more feedback sensitive and can create a negative influence on satisfaction and commitment level of employees (Kotlyar, 2013).

Organisational justice perception has been found to influence various attitudes of employees like job satisfaction, trust, organisational citizenship behaviour, and turnover intention. Among justice dimensions, procedural and distributive justice were the most important predictors of various attitudes, but the influence of interpersonal justice cannot be neglected (Colquitt, 2001; Colquitt et al., 2001). While examining the employee turnover or retention, the role of organisational justice cannot be avoided. Aquino, Griffeth, Allen, & Hom (1997) validated the Referent Cognitions Model by integrating justice constructs into the employee turnover process and identified the important role played by justice in influencing the actual quitting. Many researchers, thereafter, have investigated the influence of justice perception of employee turnover in various contexts and found that employees perceiving higher fairness have lesser thoughts of leaving the organisations (DeConinck & Johnson, 2009; Nadiri & Tanova, 2010; Pare & Tremblay, 2007; Parker & Kohlmeyer, 2005).

As organisational justice is a significant predictor of turnover intention of employees and talent management evokes the perception of justice, it can be assumed that the justice acts as a mediator variable in the relationship between talent management and employee retention. It was argued that distributive and procedural justice perceptions play a major role in the relationship between high potential identification and employee outcomes like job satisfaction, and work effort (Gelens et al., 2013). This mediated role of justice was tested and proved by Gelens, Dries, Hofmans, & Pepermans (2014). In a similar way, all dimensions of organisational justice may mediate the relationship between talent management and employee retention. As each justice dimension has different influences in

this relationship, all these relations are formulated together as the second proposition given below.

***Proposition 2: Dimensions of Organisational Justice such as Distributive Justice, Procedural Justice, Informational Justice, and Interpersonal Justice may intervene the relationship between Talent Management Practices and Employees' Intention to Stay.***

As organisations vary in their talent definitions and the degree of explicitness on their talent definitions and talent identification, there may be situations of misperception regarding talent. This resulted in the variable named talent perception incongruence, which was coined by Sonnenberg, van Zijderveld, & Brinks (2014). The concept was explained as situations where the organisation's executives perceive an employee as 'talent', but the employee is unaware of this, and also the situation in which the organisation's executives do not consider an employee as 'talent', while the employee believes he/she does have talent status. Talent-perception incongruence was found to partially mediate the relationship between perceived talent management practices and psychological-contract fulfilment (Sonnenberg et al., 2014). They argued that the role of talent perception incongruence in the relationship between talent management and employee attitudes is very crucial.

### **3.2.4 Concept of Incongruence and Congruence**

The concept of congruence has a long legacy in the field of psychology and management. There are many studies that focused on concepts related to congruence in management context which included role congruity (Eagly & Karau, 2002), value congruity (Enz, 1988), self-image

congruity (Sirgy, 1985) and so on. Osgood & Tannenbaum (1955) have used the concept of congruity for explaining attitude change. Similarly, the concept of incongruence was detailed in Carl Rogers' client-centered framework (Rogers & Koch, 1959) in the discussion of personality, where they mention about a number of occasions where discrepancy develops between the perceived-self of the individual and his actual experience. Such a discrepancy is referred as the incongruence between self and experience. According to Rogers, individuals want to experience things that are consistent with their self-image. So if incongruence occurs, individuals may use defense mechanisms like denial, repression, or avoid the situation so as to feel less threatened by the undesirable feelings (Rogers & Koch, 1959).

Taking this concept to the marketing scenario, Sirgy (1982) proposed the congruity theory which looks at the degree of match or mismatch between the product image and self-concept of the consumer. He developed self-image/product-image congruity theory and introduced various self-image/product-image congruity states that will differently influence to explain purchase motivation. He found that positive self-congruity had the strongest influence on purchase motivation, followed by positive self-incongruity, negative self-congruity, and negative self-incongruity respectively. The positive self-congruity is the comparison between a positive product-image perception and positive self-image belief, positive self-incongruity is between a positive product-image perception and negative self-image, negative self-congruity is between a negative product-image perception and negative self-image, and negative self-incongruity is between a negative product-image and a positive self-image belief (Sirgy, 1982). Thereafter the concept of self-congruity was frequently used in marketing studies to predict various

outcomes like brand loyalty (Kressmann et al., 2006; Mazodier & Merunka, 2012; Sirgy, Lee, Johar, & Tidwell, 2008), travel behaviour (Sirgy & Su, 2000), career anchorage (Chebat, Sirgy, & St-James, 2006), and purchase motivation (Ericksen, 1997; Sirgy, 1985).

In HR context, Yurchisin, Park, & O'Brien (2010) proved that employees with self-image/store image congruence had lesser intentions to leave the job. The concept of congruence was introduced in talent management literature by Sonnenberg, van Zijderveld, & Brinks (2014) as 'situations where the organisation's executives perceive an individual as 'talent', but the individual is unaware of this, and also the situation in which the organisation's executives do not consider an individual as 'talent' while the individual believes that they do'. According to them, the inconsistency of perception occurs between employees and organisations resulting in talent perception incongruence.

The perception of organisation regarding the talent status of an employee may be referred as 'actual talent status', and perception of employees regarding their talent status in the organisation may be referred as 'perceived talent status' (Maria Christina Meyers, De Boeck, & Dries, 2017). Many organisations adopt the strategic ambiguity as a mode of communicating their high potential program (Dries & Gieter, 2014; Silzer & Church, 2010) and try to maintain secrecy in the talent status of employees. This information asymmetry between organisation and employees regarding talent status could be the major reason attributed to why the actual talent status differs from the talent status perceived by the employees. When there is no formal announcement of talent status, employees may infer their talent status

from the available information clues. In most of the cases, employees may not be aware of the actual talent status. So viewing it from an employee perspective may only be seen as ‘perceived talent status’. If the employees are not aware of actual talent status in the organisation, there are lesser chances of incongruence between actual and perceived talent status affecting their attitudes and behaviour in work, which may be relevant. The concept of talent perception congruence described by Sonnenberg et al. (2014) may work only in exceptional cases, where organisations that maintained secrecy on talent status for a long period decided to announce the talent status explicitly and formally, employees may realise that the perceived talent status is different from the actual status of the organisation leading to the realisation of incongruence which results in behavioural outcomes.

Adopting self-image/product-image congruity theory of Sirgy (1982) in talent management context may be more meaningful in explaining talent perception congruence. Organisations identify talented employees and assign talent status to employees. This talent status may be perceived by the employees either from the formal announcement of organisations or from the various information cues. But this talent status may or may not be in line with the self-image of the employees. The previous work experiences, the feedback employee receives from his peer groups and supervisors, and personality traits may have played a significant role in developing the self-image regarding the talent status. The difference between perceived talent status in the organisation and the self-image of the employee regarding his talent status could result in incongruence of talent perceptions. Applying positive organisational behaviour (POB) perspective in talent management context, congruence in talent perception could be more relevant in explaining

the positive outcomes of talent management practices, where talent perception congruence may be defined as ‘the degree of match between perceived talent status and the self-image of the employee regarding his talent status’.

In a similar line with Sirgy’s self-image/product-image congruity theory, talent management also gives rise to talent perception congruity states like positive talent perception congruity, positive talent perception incongruity, negative talent perception congruity, and negative talent perception incongruity. For instance, employees may perceive themselves as the talent of the organisation and get a talent status, which may be called as positive talent perception congruity, whereas employees may not perceive themselves as the talent of the organisation and still get a talent status, which may be called as positive talent perception incongruity. Similarly, the employee may perceive a non-talent image and does not get talent status may result in negative talent perception congruity, and employees may perceive a talent image and do not get talent status may be referred as negative talent perception incongruity.

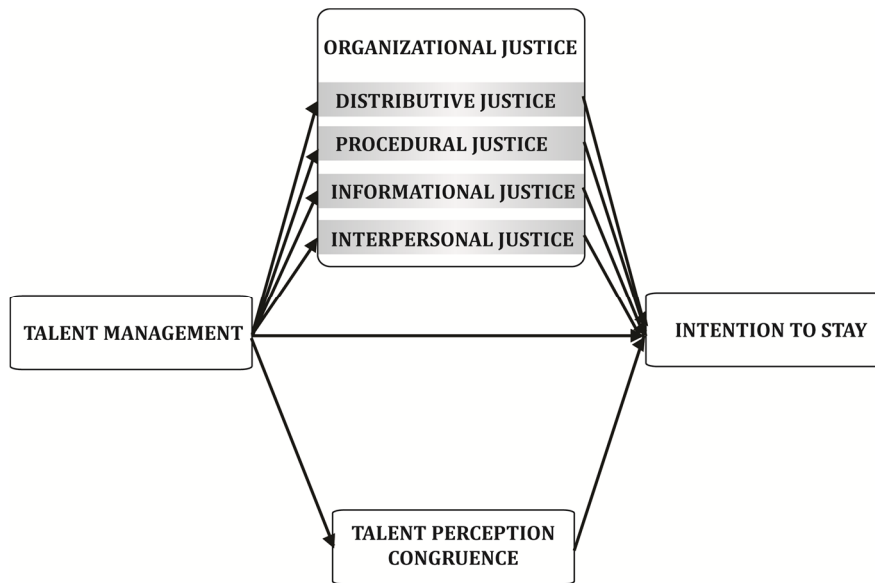
Perceiving the talent status consistent with the self-image may have a significant role to play in the relationship between talent management and intention to stay of employees, which is summarised as the third proposition for the study.

***Proposition 3: Talent Perception Congruence may intervene in the relationship between Talent Management Practices and Employees’ Intention to Stay.***

These research propositions stated above explain the relationship between talent management practices and employee’s intention to stay



with the intervening roles of organisational justice and talent perception congruence. These relationships are presented in the form of a conceptual model for the present study and depicted in figure 3.1 below.



**Figure 3.1: Conceptual Model**

The conceptual model relating talent management practices and employees' intention to stay clearly portrays the relationships between variables and provides the foundation for developing the hypotheses for the study. This conceptual model is validated based on the data collected for the present study.

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## RESEARCH METHODOLOGY

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This chapter details the methodology adopted for the study. The chapter starts with explaining the research problem of the study which is followed by the objectives and research hypotheses. The conceptual and operational definitions of variables, research design, the scope of the study, sampling design, method of data collection, details of instruments used for data collection and the statistical techniques used for analysis are also explained in this chapter. In addition to all these, limitations of the study are also stated.

## 4.1 Research Problem

Organisations are striving hard to achieve success by gaining a competitive advantage, and one of the most valuable resources which can help this cause is the human resources they employ. While discussions on productivity and effectiveness move forward, the issue of employee turnover still remains a challenge for organisations. Studies show that in the next five years, the global turnover rate will rise from 20.6 to 23.4 per cent, and India is expected to have the highest rate of attrition globally, pegged at 26.9 per cent (Hay Group, 2013). In addition, Deloitte's Human Capital Trends Study in 2014 has identified retention as one of the top two people issues of organisations (Stephan et al., 2014). Organisations are taking up different human resource management initiatives for tackling this issue. Due to the emphasis on key employee turnover over general employee turnover, talent management has become one of the most adopted human resource initiatives for retention. So, a study on the relationship between talent management practices and employees' intention to stay can be a valid research gap and also help in verifying the practitioners' perspective regarding the role of talent management. A few studies that have looked at the relationship between talent management and employees' intention to stay, have not explored how talent management practices actually influence intention to stay of employees. Even though there are empirical findings on the influence of organisational justice and talent perception incongruence on the outcomes of talent management (Gelens et al., 2014b; Sonnenberg et al., 2014), such studies have not attempted to incorporate these variables for explaining the relationship between talent management and employees' intention to stay.

Differential employee perception of organisational justice is a common effect of workforce differentiation practices, and talent management cannot be an exception. Studies have identified that organisational justice has a significant role in determining talent management outcomes (Gelens et al., 2014). There are studies that have also proved the influence of justice perception of employee retention (Nadiri & Tanova, 2010). Therefore, there is a possibility that organisational justice has a mediating role in the relationship between talent management practices and employee's intention to stay, which will be helpful in explaining how talent management influences employees' intention to stay.

Talent perception incongruence which refers to the difference in talent status perception of organisation and employees has been identified as an important variable in talent management context while predicting its outcomes (Sonnenberg et al., 2014). Applying positive organisational behaviour (POB) perspective in talent management, congruence in talent perception could be more relevant in explaining the positive outcomes of talent management practices. So talent perception congruence could be an important variable that may intervene in the relationship between talent management practices and intention to stay. Studies are yet to examine the role of talent perception congruence in talent management outcomes like employees' intention to stay.

Talent management practices need not always lead to positive outcomes. In fact, if not done properly, it may become a potential reason for key employee turnover. Thus, a study on the relationship between talent management and employees' intention to stay may not be enough. If

organisations have to address the problems of employee turnover, they may have to understand the relationship between talent management and intention to stay of employees by taking into account the employees' perspective about organisational justice. The perception of talent status accorded to the employees by the organisation is also important in determining the way in which they perceive talent management practices. Any incongruence in this perception may alter the outcomes. Thus, a comprehensive study incorporating talent management practices, organisational justice, talent perception congruence, and employees' intention to stay may provide a better explanation to the effectiveness of talent management as a human resource strategy.

## **4.2 Objectives of the Study**

The present study on talent management practices and employees' intention to stay in Indian IT industry is undertaken with the following specific objectives.

- 1) To ascertain the perception of employees on Talent Management Practices in terms of Talent Strategizing, Talent Attraction, Talent Identification, and Talent Development in IT companies.
- 2) To measure the Employees' Intention to Stay in IT companies practicing talent management.
- 3) To ascertain the perception of employees on various dimensions of Organisational Justice and Talent Perception Congruence in IT companies practicing talent management.
- 4) To determine the level of influence of Talent Management Practices on Employees' Intention to Stay in IT companies.

- 5) To establish the influence of Talent Management Practices on Talent Perception Congruence and Organisational Justice in IT companies.
- 6) To establish the mediating effect of Talent Perception Congruence in the relationship between Talent Management Practices and Employees' Intention to Stay in IT companies.
- 7) To test the mediating role of Organisational Justice in the relationship between Talent Management Practices and Employees' Intention to Stay in IT companies.
- 8) To develop and validate a model establishing the relationship of Talent Management Practices on Employees' Intention to Stay with the mediating effect of Talent Perception Congruence and Organisational Justice.

### **4.3 Research Hypotheses**

- H1: Talent Management Practices have a significant positive relationship with Employees' Intention to Stay.
- H2: Talent Management Practices have a significant positive relationship with Talent Perception Congruence
- H3: Talent Management Practices have a significant positive relationship with Organisational Justice.
- H4: Talent Perception Congruence mediates the relationship between Talent Management Practices and Employees' Intention to Stay.

- H5: Distributive Justice mediates the relationship between Talent Management Practices and Employees' Intention to Stay.
- H6: Procedural Justice mediates the relationship between Talent Management Practices and Employees' Intention to Stay.
- H7: Informational Justice mediates the relationship between Talent Management Practices and Employees' Intention to Stay.
- H8: Interpersonal Justice mediates the relationship between Talent Management Practices and Employees' Intention to Stay.

#### **4.4 Conceptual and Operational Definitions of Variables**

The conceptual and operational definitions of the variables in the model formulated are discussed in order to understand the variables used in the present study.

##### **4.4.1 Intention to Stay**

Intention to stay is the dependent variable of the study. Conceptually, Intention to stay is referred as the estimated likelihood of continued membership in an organisation (Price & Mueller, 1981). It is also defined by McCloskey & McCain (1987) as the likelihood of employees to stay in their present organisation.

Intention to stay is operationalised as the perception of employees on their likelihood to stay in the present organisation. It is measured using the McCain's 'Intent to Stay Scale'. The scale is a four-item subscale from the McCain's Behavioural Commitment Scale, which is rated on a five-point Likert scale with one indicating 'strongly disagree' and five indicating



‘strongly agree’. It has an overall reported alpha value of 0.88 (McCloskey & McCain, 1987).

#### **4.4.2 Talent Management Practices**

Talent Management Practices is the independent variable. It is conceptualised as activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation (Collings & Mellahi, 2009).

Talent management practices can be operationalised as the perception of employees on the extent to which their organisation practices talent strategizing, talent identification, talent attraction, and talent development. Talent strategizing refers to the extent to which organisation considers managing the talented employees as a strategic priority. Talent identification refers to practices through which organisation identifies the talented employees within the organisation. Talent attraction refers to the practices organisation adopts to attract potential talented employees outside the organisation. Talent development refers to practices followed by the organisation to develop the competencies of the talented employees that are important to the organisational success. Talent management practices are measured using the 30-item scale specifically developed for the present study which is rated on a five-point scale with one indicating ‘very low

extent’, and five indicating ‘very great extent’. It includes nine items related to talent strategizing, five items to talent identification, six items to talent attraction and ten items to talent development.

#### **4.4.3 Organisational Justice**

Organisational Justice is one of the mediating variables in the study. Organisational justice can be conceptualised as the overall perception of the fairness level in a workplace, which is composed of distributive, procedural and interactional justice. Interactional justice includes informational justice and interpersonal justice. Distributive justice is the perceived fairness of the amount and allocation of rewards among employees. Procedural justice is the perceived fairness of the process used to determine the distribution of rewards. Informational justice is the fairness related to the accounts provided for justice-related events and interpersonal justice reflects the fairness perception of interpersonal interactions and treatment (Colquitt, 2001).

Organisational justice is operationalised as the employees’ perception of four justice dimensions related to talent management practices in the organisation. It is measured using an adapted version of 20 item scale developed by Colquitt (2001) which includes three items related to distributive justice, seven items to procedural justice, and four items for interpersonal justice and five items for informational justice. In the original questionnaire, there were 4 items related to distributive justice, but one item was deleted based on the expert opinion as it does not fit in the context of talent management. It is rated on a five-point scale with one indicating ‘to a small extent’ and five indicating ‘to a large extent’.

#### **4.4.4 Talent Perception Congruence**

Talent perception congruence is another mediating variable in the study. Based on the definition of Sonnenberg, van Zijderveld, & Brinks (2014), talent perception congruence is conceptualised as ‘the degree of match between perceived talent status and the self-image of the employee regarding his talent status’. The self-image includes actual self-image, ideal self-image, social self-image, and ideal social self-image (Sirgy, 1982).

Talent perception congruence is operationalised as the perceived levels of congruence felt by employees between the perceived talent status and their self-image. It is measured based on the Sirgy & Su (2000) scale modified in the context of talent management that includes four items, rated on a five-point Likert scale with one indicating ‘strongly disagree’ and five indicating ‘strongly agree’.

#### **4.5 Research Design**

The research design is descriptive and explanatory in nature. The study was intended to describe the talent management practices in the IT organisations in India and consequent intention to stay of employees in the same organisations. The study is explanatory in the sense that it also tries to explain the influence of talent management practices on employees’ intention to stay, with the help of organisational justice and talent perception congruence. Survey method is employed for achieving the objectives of the study.

## **4.6 Scope of the Study**

The scope of the study is determined after conducting a pilot study and is defined in terms of population, sources of data and duration of the data collection.

### **4.6.1 Pilot Study**

A pilot study was conducted with a view to determining the scope of the study. In order to understand the influence of talent management practices on employees' intention to stay, it is important that organisations have a formal talent management system. Being in the knowledge industry, IT companies have always been keen on adopting innovative human resource practices like talent management (Murthy, 2015). At the same time, it is also to be noted that talent management practices vary significantly across industries. So it was decided that the IT companies with a formal talent management system alone need to be brought within the ambit of this study. But it was found that there was no list available of organisations that have a formal talent management system as on December 2015. Moreover, when asked for a self-report, organisations claim to have a talent management system as it is considered as prestigious. The list of companies published by Fortune-Hay Group's Annual Study as 'India's Most Admired Companies' in 2014, had talent management as one of the criteria for evaluating companies. This was identified as the base for selecting the companies for the present study (Fortune India, 2014). The interactions with HR heads of the identified companies was conducted to understand the feasibility of the study and to recognise the strengths and weaknesses of the design as well as the instruments of the data collection.

#### **4.6.2 Population**

The population of the study comprised of all employees with at least three years of service in the Information Technology (IT) companies in India having a formal talent management system. Three years of service in the present company in which they are working is emphasised so that employees get sufficient time to understand and develop a perception about the talent management practices in the existing company.

#### **4.6.3 Sources of data**

Both secondary and primary data were collected for the study. Secondary data were collected from the organisations' reports, websites etc. to understand the various talent management practices adopted by organisations. The reports from NASSCOM were collected to understand the current status, challenges, and opportunities for Indian IT companies. Primary data were gathered from employees on the significant variables in the theoretical model.

#### **4.6.4 Duration of Data Collection**

The primary data collection was carried out during the period of nine months from July 2016 to March 2017.

### **4.7 Sampling Design**

The sampling approach adopted for the study is two-phase judgmental sampling. In the first phase, the list of the fifteen IT companies which figured in the list published by Fortune-Hay Group's Annual Study as 'India's Most Admired Companies' in 2014 was identified as depicted in Table 4.1. As the list is the ranking of organisations, first ten ranked

companies were selected for data collection. In the second stage, the employees who had three years of experience were factored out of the talent pool of employees in the shortlisted companies. The actual units of observation were then identified using the non-probabilistic approach of convenience sampling through online and offline modes of contact to end up with 700 employees in the final sample.

**Table 4.1 List of IT Companies in India's Most Admired Companies, 2014**

Rank	Name of the Company
1	Cognizant
2	Microsoft India
3	TCS
4	Intel India
5	Sysco Systems India
6	Infosys
7	Wipro
8	Genpact
9	HP India
10	Oracle India
11	IBM India
12	Accenture
13	Sapient
14	Dell India
15	HCL Technologies

*Source: Fortune India (2014)*

#### **4.8 Data Collection Method**

A total of 1000 questionnaires along with a letter of introduction were distributed to participants through online and offline modes as presented in Table 4.2. Five hundred questionnaires were distributed

through online and 500 questionnaires were distributed in person. Among the online questionnaires, 448 usable responses were received with 89.6 per cent response rate, whereas offline questionnaires yielded 252 useable responses with 54.4 per cent response rate. Thus, the total sample size of the study came to be 700 respondents.

**Table 4.2 Details of Data Collection**

	<b>No of Questionnaires Distributed</b>	<b>No of Responses</b>	<b>No of Usable Responses</b>	<b>Response Rate (percentage)</b>
Online	500	448	448	89.6
Offline	500	272	252	54.4
<b>Total</b>	<b>1000</b>	<b>720</b>	<b>700</b>	<b>70.0</b>

#### **4.9 Instruments used for Data collection**

The questionnaire was used as the instrument for data collection. The validity and reliability of the questionnaire were confirmed using expert review and pre-testing.

Expert review to confirm the validity of the instrument was conducted among seven practitioners from different IT firms and three academicians. The practitioners were HR Heads/Directors of their respective organisations and the academicians were experts in HR domain, both with minimum 10 years of experience. The comprehensibility, bias, and appropriateness of the identified items of the instrument were assessed by the experts.

In order to identify the flaws in the instrument used in the present study, a pre-test was conducted. The questionnaire with sequenced scale

and format was pre-tested among 100 employees in first five identified organisations. The collected data was analysed using IBM SPSS-version 23 to confirm the reliability of the tools employed for the present study. The Cronbach's Alpha values of all the scales used in the study presented in Table 4.3 are above the value of 0.9 showing the high reliability of the scales adopted. During the pre-test of the questionnaire, some respondents remarked that certain terms were not so clear. Such terms were replaced with more appropriate and familiar ones. The revised questionnaire was administered during final data collection.

**Table 4.3 Values of Cronbach's Alpha of the Variables in the Study**

Variables		No. of items	Cronbach's Alpha
<b>Talent Management Practices</b>		<b>30</b>	<b>0.98</b>
1	Talent Strategizing	9	0.95
2	Talent Identification	5	0.95
3	Talent Attraction	6	0.96
4	Talent Development	10	0.98
<b>Talent Perception Congruence</b>		<b>4</b>	<b>0.97</b>
<b>Organisational Justice</b>		<b>19</b>	<b>0.97</b>
1	Distributive Justice	3	0.95
2	Procedural Justice	7	0.97
3	Interpersonal justice	4	0.95
4	Informational justice	5	0.97
<b>Intention to Stay</b>		<b>4</b>	<b>0.94</b>

#### 4.10 Statistical Techniques used for Analysis

The data collected from the sample of employees were processed and analysed using the IBM SPSS- Version 23 (Statistical Packages for Social



Sciences) and IBM AMOS-Version 23. The percentage analysis was used to sketch the profiles of the respondents. The descriptive statistical analyses which include mean and standard deviation were employed to describe the level of all variables of the study, along with cross tabulation of demographic variables like gender, age, total years of service, years of service in the present organisation and position in management on the variables of the study. Exploratory Factor Analysis (EFA) was used to explore the factor structure of talent management practices and Confirmatory Factor Analysis (CFA) was used to validate the explored factor structure. Stat-wiki validity master excel sheet was used to calculate the values of validity and reliability of the variables. Structural Equation Modelling using IBM AMOS Version 23 was used for testing the relationships between variables, meditational analyses and to validate the conceptual model of the study.

#### **4.11 Limitations of the Study**

Despite the methodological and measurement precautions, the present study has certain limitations which are acknowledged below.

- The present study has included only the organisations with a well-established talent management system in IT industry in India, which includes talent strategizing, talent identification, talent attraction, and talent development practices. There may be many organisations which employ informal talent management practices, which do not come under the purview of the study. So generalisation of results is possible only in IT organisations in India with established talent management system.

- The talent management practices are measured based on the perception of the employees, which may be developed from their personal experiences with the system. This could be different from the actual practices intended by the organisation. The cross-validation of the perceived talent management practices with the actual practices may provide further explanation on the effectiveness of talent management, which has not been carried out in the present study.
- A cross-sectional design has been employed in the present study, and the perception of talent management has been measured at a single point in time. An employee selected in the talent pool during the period of data collection may or may not be included in the talent pool over next period of time. With the changes in talent status, the perception of employees may also vary. Any change in perception that results from the change in status and talent perception incongruence over a period of time has not been considered in this study.
- Talent management is an organisation-wide practice irrespective of region. So data have been collected from employees working in these organisations in different parts of the country. The chances of regional variations as well as differences within the organisation in the talent management practices have been discounted in this study.

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## Chapter 5

### EMPLOYEES' PERCEPTION OF TALENT MANAGEMENT PRACTICES

<b>Contents</b>	5.1 <i>Profile of Respondents</i>
	5.2 <i>Exploratory Factor Analysis (EFA)</i>
	5.3 <i>Confirmatory Factor Analysis (CFA)</i>
	5.4 <i>Reliability and Validity of the Talent Management Practices</i>
	5.5 <i>Employees' Perception of Talent Management Practices</i>
	5.6 <i>Summary</i>

This chapter describes the profile of the respondents who constitute the sample of the present study. The first objective of the study to ascertain the perception of employees on talent management practices in terms of talent strategizing, talent attraction, talent identification and talent development in IT companies is assessed. Prior to assessing perception, the exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) was carried to explore and validate the factor structure of talent management practices. Based on the CFA results, the validity and reliability of the variables were established. Finally, the perception of employees on talent management practices in the organisation was measured

## 5.1 Profile of Respondents

The following paragraphs detail the profiling of 700 respondents of the study based on their gender, age, educational qualification, the experience of the respondents in the present organisation and managerial level of the respondents.

### 5.1.1 Gender of the Respondents

The gender-wise classification of respondents is given in Table 5.1 below. Among the 700 respondents in the study, 362 were male employees (51.7 per cent) and 338 were female employees (48.3 per cent). There is a fair representation of both male and female respondents in the study.

**Table 5.1 Gender wise Classification of Respondents**

Gender	No. of Respondents	Percentage
Male	362	51.7
Female	338	48.3
Total	700	100.0

*Source: Primary Data Analysis*

### 5.1.2 Age of the Respondents

The age wise classification of respondents depicted in Table 5.2 shows that 203 (29 percent) are in the age group of 25 to 29 years, 256 (36.6 per cent) are in the age group of 30 to 34 years, 109 (15.6 per cent) are in the age group of 35 to 39 years and the rest 132 (18 percent) are having age of 40 years and above. As the study emphasised a minimum three years of experience in the present organisation, no respondents below 25 years fulfilled this inclusion criterion.

**Table 5.2 Age Wise Classification of Respondents**

<b>Age (in Years)</b>	<b>No. of Respondents</b>	<b>Percentage</b>
25-29	203	29.0
30-34	256	36.6
35-39	109	15.6
40 and Above	132	18.9
<b>Total</b>	<b>700</b>	<b>100.0</b>

*Source: Primary Data Analysis*

### 5.1.3 Educational Qualification of Respondents

The education qualification wise classification of employees presented in Table 5.3 shows that 176 (25.1 percent) possess B.Sc./BCA Degree, 219 (31.3 percent) graduated in B. Tech/BE, and 305(43.57 per cent) are having a post-graduate degree. Out of the post-graduates, 167 (23.9 per cent) are MBA holders, 56 (8 percent) are MCA holders, 47 (6.7 percent) are M.Sc. holders and remaining 35 (5 percent) are M. Tech. degree holders.

**Table 5.3 Educational Qualification wise Classification of Respondents**

<b>Educational Qualification</b>	<b>No. of Respondents</b>	<b>Percentage</b>
B.Sc/BCA	176	25.1
B.Tech/BE	219	31.3
M.Sc.	47	6.7
M.Tech	35	5.0
MCA	56	8.0
MBA	167	23.9
<b>Total</b>	<b>700</b>	<b>100.0</b>

*Source: Primary Data Analysis*

### 5.1.4 Experience of the Respondents in the Present Organisation

Classification of respondents based on years of experience in the current organisation depicted in Table 5.4 shows that 197 (28.1 percent)

have 3 to 5 years of experience, 188 (26.9 percent) have 6 to 8 Years, 171 (24.4 percent) have 9 to 11years, and 144 (20.6 percent) have above 11 years experience in the present organisation.

**Table 5.4 Experience in the Current Organisation wise Classification of Respondents**

Experience in the Current Organisation	No. of Respondents	Percentage
3-5 Years	197	28.1
6-8 Years	188	26.9
9-11 Years	171	24.4
Above 11 Years	144	20.6
Total	700	100.0

*Source: Primary Data Analysis*

### 5.1.5 Managerial Level of the Respondents

The classification of respondents based on their managerial level in organisations namely junior, middle and senior levels is presented in Table 5.5. Out of 700 respondents, 276 (39.4 per cent) are working at the junior level, 256 at the middle level (36.6 percent) and 168 at the senior level (24 per cent).

**Table 5.5 Managerial Level wise Classification of Respondents**

Managerial Level	No. of Respondents	Percentage
Junior	276	39.4
Middle	256	36.6
Senior	168	24.0
Total	700	100.0

*Source: Primary Data Analysis*

## 5.2 Exploratory Factor Analysis (EFA)

The factor analysis simplifies the interrelated measures using sophisticated mathematical procedures (Child, 1990) based on the

assumption that the observed (measured) variables are the linear combination of some underlying variables or factors (Kim & Mueller, 1978). Factor analysis recognises the relationships and patterns by summarising the data and regrouping variables into the limited set of clusters based on the shared variances (Yong & Pearce, 2013). There are mainly two techniques for factor analysis namely Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) which fundamentally differ by the number and nature of a priori specifications and restrictions made on the latent variable measurement model (Brown, 2014).

The 30 items were developed based on various literature on talent management practices such as Collings & Mellahi (2009), CIPD (2007), Blass (2007), Gussenhoven, (2009), Campbell & Smith (2010), Chami-malaeb & Garavan (2013), and Luna-arocas & Morley (2015). As the construct 'talent management practices' have been consolidated from various literature, the factor-structure or dimensionality of the 'talent management practices' is explored using the exploratory factor analysis (EFA). The exploratory factor analysis on talent management practices was performed using the sample size of 700, which is higher than the recommended sample size of at least 350 (Yong & Pearce, 2013).

The Principal Component Analysis (PCA) was used for extracting the factors and Varimax rotation was executed on the extracted factor structure for an interpretable and meaningful factor solution. The results of EFA were interpreted at three stages namely preliminary interpretation, factor extraction and rotation, and factor naming.

### **5.2.1 Preliminary Interpretation**

The preliminary interpretation was conducted in order to determine whether the dataset is suitable for EFA. Preliminary interpretation included checks for patterned relationship using correlation matrix and Barlett's Test of Sphericity, KMO Measure of Sampling Adequacy and diagonal elements of the anti-correlation matrix. The cut off values of the tests is considered according to the recommendation of Yong & Pearce (2013).

#### **5.2.1.1 Checks for the Patterned Relationship among the Variables Referring the Correlation Matrix**

In order to move ahead with EFA, the data set should exhibit patterned relationships between the variables. The variables that have a low correlation coefficient ( $r \leq \pm 0.30$ ) indicates a lack of patterned relationships and high correlation coefficient ( $r > \pm 0.9$ ) indicate the problem of multicollinearity (Yong & Pearce, 2013). All variables in the dataset of the present study have a correlation value between 0.5 and 0.7 which are within the acceptable limits ( $\pm 0.30 < r < \pm 0.9$ ). This indicates that there are patterned relationships in the data set, but no issue of multicollinearity. For further confirmation of the non-existence of multicollinearity issue, the determinant score was checked. The value of determinant score ( $= 1.001E-14$ ) was above the rule of thumb of 0.00001 which indicates the absence of multicollinearity.

#### **5.2.1.2 Confirmation of the Patterned Relationship using Barlett's Test of Sphericity**

The Bartlett's Test of Sphericity confirms whether the dataset has patterned relationships. The significant p-value of Bartlett's Test of Sphericity ( $p < 0.001$ ) presented in Table 5.6 confirms that there is patterned relationship amongst variables.



### 5.2.1.3 Confirmation of the suitability of EFA test using KMO Measure of Sampling Adequacy and Diagonal Elements of Anti-Correlation Matrix

The suitability of the EFA test using the dataset is confirmed using Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy. KMO value of the dataset presented in Table 5.6 is 0.983 which is much above the cut-off value of 0.5 and all the diagonal elements of the Anti-Correlation matrix with 'a-superscript' greater than 0.7 is above the cut-off value of 0.5. These results indicate that reliable and distinct factors can be produced from the dataset.

**Table 5.6 Results of KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.983
Bartlett's Test of Sphericity	Approx. Chi-Square	22183.35
	Df	435
	Sig.	0.000

Source: Results of Primary Data Analysis using SPSS

### 5.2.2 Factor Extraction and Rotation

Factor Extraction was conducted using Principal Component Analysis and Rotation used was Vari-Max Rotation method. The number of factors was determined using rotated Eigenvalues. The rotated sum of squared loadings explained in the total variance with Eigenvalues greater than 1 is used to determine the number of significant factors.

#### 5.2.2.1 Factor Loadings using the Rotated Factor Matrix

The rotated factors are helpful for interpretation than the unrotated factors as they are more distinct. The present analysis has employed Varimax rotation, a common orthogonal rotation method. From the results of rotated component matrix depicted in Table 5.7, it is clear that all the

items had factor loadings above 0.5 and no items were cross loaded. So four factors were evolved from the construct ‘talent management practices’ which includes factor 1 with 10 items, factor 2 with 9 items, factor 3 with 6 items and factor 4 with 5 items.

**Table 5.7 Rotated Component Matrix**

Items	Rotated Component Matrix			
	Components			
	1	2	3	4
TD1	0.70			
TD2	0.72			
TD3	0.74			
TD4	0.74			
TD5	0.75			
TD6	0.79			
TD7	0.76			
TD8	0.73			
TD9	0.73			
TD10	0.71			
TS1		0.66		
TS2		0.72		
TS3		0.72		
TS4		0.71		
TS5		0.72		
TS6		0.72		
TS7		0.65		
TS8		0.67		
TS9		0.59		
TA1			0.73	
TA2			0.73	
TA3			0.76	
TA4			0.75	
TA5			0.75	
TA6			0.72	
TI1				0.71
TI2				0.72
TI3				0.73
TI4				0.74
TI5				0.73

a. Rotation converged in 6 iterations.

Source: Results of Primary Data Analysis using SPSS

**5.2.2.2 Results of Components with Initial Eigen Values, Extraction and Rotated Sums of Squared Loadings and their Variance explained**

From the construct talent management practices, four factors were extracted with Eigenvalues greater than 1 which explained a cumulative variance of 77.27 per cent as depicted in Table 5.8 below.

**Table 5.8 Results of Components with Initial Eigen Values, Extraction and Rotated Sums of Squared Loadings and their Variance Explained**

Total Variance Explained									
Components	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Variance (per cent)	Cumulative (per cent)	Total	Percentage of Variance	Cumulative (per cent)	Total	Percentage of Variance	Cumulative (per cent)
1	19.04	63.49	63.49	19.04	63.49	63.49	7.48	24.93	24.93
2	1.69	5.66	69.15	1.69	5.66	69.15	6.24	20.79	45.73
3	1.35	4.49	73.63	1.35	4.49	73.63	5.05	16.83	62.56
4	1.09	3.63	77.27	1.09	3.63	77.27	4.41	14.71	77.27

*Source: Results of Primary Data Analysis using SPSS*

**5.2.2.3 Checked for Model Fit using the Reproduced Correlation Matrix**

According to Young & Pearce (2013), a good fit model will have less than 50 per cent of the non-redundant residuals in reproduced correlation matrix with the absolute values greater than 0.05. This holds true for the present model where there is only 5 per cent non-redundant residuals with absolute values greater than 0.05. Moreover, the presence of small residuals in the comparison of reproduced correlation matrix with the original correlation coefficients matrix obtained which again confirm good fit of the model.

### 5.2.3 Naming the Factors

The factors evolved out of the EFA analysis was consistent with the factors identified through literature review and expert opinion and therefore the factors were named accordingly. Factor 1, 2, 3, and 4 were named as Talent development (10 items), Talent Strategizing (9 items), Talent Attraction (6 items) and Talent identification (5 items) respectively as presented in Table 5.9.

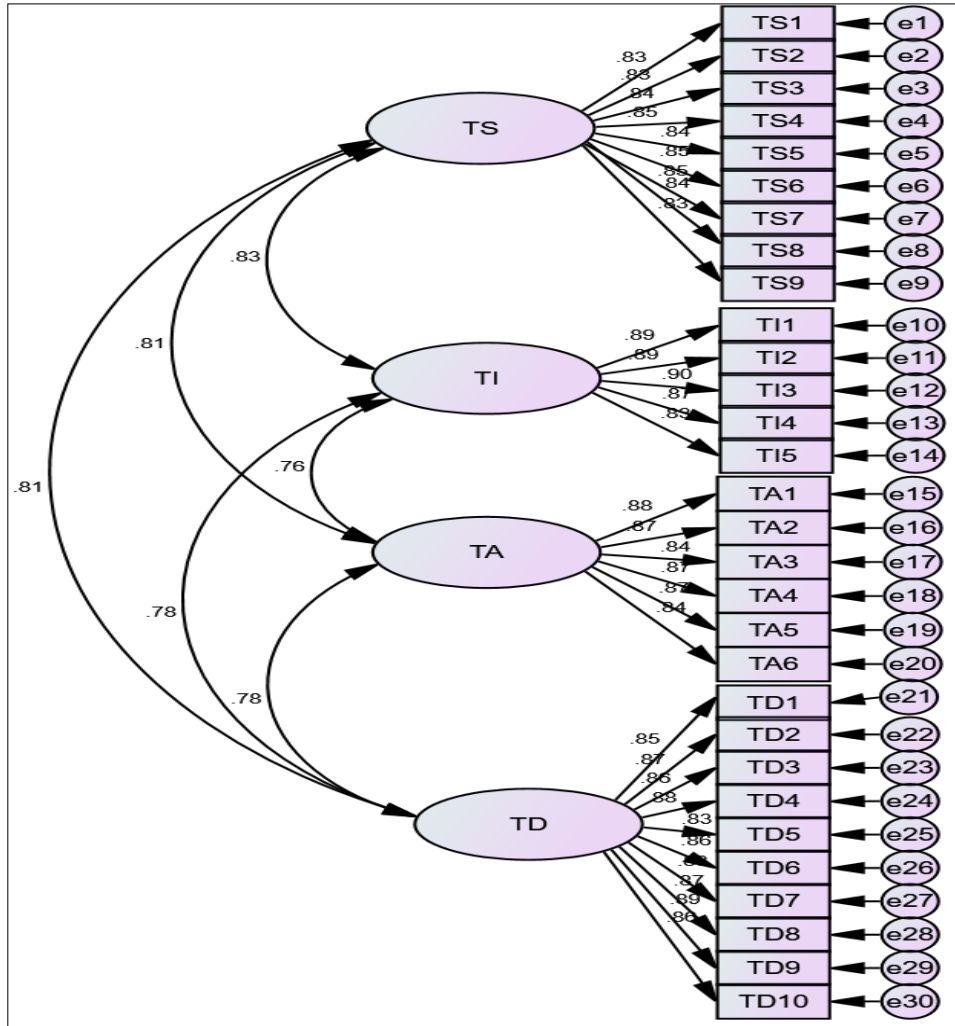
**Table 5.9 Factor Names and the Number of Items**

<b>Factor</b>	<b>Factor Name</b>	<b>Number of Items</b>
1	Talent Development	10
2	Talent Strategizing	9
3	Talent Attraction	6
4	Talent Identification	5

*Source: Results of Primary Data Analysis using SPSS*

### 5.3 Confirmatory Factor Analysis (CFA)

To confirm the factorial validity of the Talent Management Practices derived from the results of the EFA, the Confirmatory Factor Analysis (CFA) is performed. The CFA was carried out using the software program IBM AMOS 23. A structural model of talent management practices as depicted in Figure 5.1 with 30 items as indicators of four latent factors of talent management practices namely Talent Strategizing (TS), Talent Attraction (TA), Talent Identification (TI) and Talent Development (TD) were tested.



**Figure 5.1 Structural Model of Talent Management Practices with Four Latent Factors- Talent Strategizing (TS), Talent Attraction (TA), Talent Identification (TI) and Talent Development (TD)**

The factor loadings of the items to factor depicted in Table 5.10 were examined. All items loaded significantly onto their respective factors with standardised regression weights above 0.8 which confirms that items contribute significantly to their factors.

**Table 5.10 Factor Loadings of Items to Respective Latent Factors**

Talent Strategizing	Estimate	Talent Identification	Estimate	Talent Attraction	Estimate	Talent Development	Estimate
TS1	0.827	TI1	0.902	TA1	0.876	TD1	0.865
TS2	0.827	TI2	0.867	TA2	0.874	TD2	0.857
TS3	0.836	TI3	0.831	TA3	0.839	TD3	0.876
TS4	0.854	TI4	0.876	TA4	0.867	TD4	0.830
TS5	0.844	TI5	0.874	TA5	0.871	TD5	0.864
TS6	0.847			TA6	0.835	TD6	0.834
TS7	0.855					TD7	0.874
TS8	0.833					TD8	0.886
TS9	0.838					TD9	0.861
						TD10	0.845

Source: Results of Primary Data Analysis using SPSS

The model fit indices presented in Table 5.11 were analysed to assess the data fit of the hypothesised four-factor model of talent management practices. There are numerous fit indicators to ascertain the fit of the model, but according to Schreiber, Nora, Stage, Barlow, & King (2006) the most commonly used fit indices for one-time analyses are Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Tucker-Lewis fit Index (TLI), and Standard Root Mean Square Residual (SRMR). As the Chi-Square test of significance does not hold good in large samples (Kline, 2014), the ratio of Chi-square to degrees of freedom may be used to assess the fit of the model where smaller the ratio better is the fit and a value between 2 and 3 is considered to be acceptable. Even though the GFI and AGFI values are often reported due to historical

relevance, they are not recommended indices to assess the model fit (Schreiber et al., 2006) and therefore not reported in this study.

Throughout the present study, the fit indices used for evaluating the model are the CFI, TLI, RMSEA, SRMR and Chi-square/ degrees of freedom (CMIN/ DF). The cutoff criteria of the fit indices suggested by Hu & Bentler (1999), Hooper et al (2008), Kline (2015) and Steiger (2007) were used to assess the model fit. The cut values which include TLI greater than 0.95, CFI greater than 0.95, SRMR lesser than 0.08, RMSEA greater than 0.07, and CMIN/DF lesser than 3. The fit indices of CFA of the hypothesised model of talent management practices are presented in table 5.11 below.

**Table 5.11 Cut-off Criteria of the Fit Indices and the CFA Results of Talent Management Practices**

<b>Fit Indices</b>	<b>Cut-off Criteria</b>	<b>CFA Results</b>
CMIN/DF	< 3 (Kline, 2015)	2.434
TLI	> 0.95 (Hooper et al., 2008)	0.972
CFI	> 0.95 (Hooper et al., 2008)	0.974
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.045

*Source: Results of Primary Data Analysis using SPSS*

The CMIN/DF value of the hypothesised model is 2.434, which implies an acceptable fit. Similarly, values of the CFI is 0.974, TLI is 0.972, the RMSEA is 0.045 and SRMR is 0.023 fall in the recommended range and indicate a good fit between the model and the observed data. This validates the four-factor structure of talent management practices.

The four factors of talent management practices explored and validated using factor analysis include talent strategizing, talent attraction, talent identification, and talent development. Talent strategizing includes nine items that assess perception of employees on the clarity of talent strategy, visible ownership of the CEO, accountability of line manager, support and sponsorship from top management, competency framework, identification of strategic positions, clarity in definition for high-potential employees, and formal announcement about the availability of high potential programs and formal recognition for identified high potential employees.

Talent attraction includes six items that assess employee perception of employee value proposition of the organisation, diversity of sources and flexibility in compensation rules, differentiation in recruiting strategy, hiring at different levels and active participation of senior managers. Talent identification includes five items that assess employee perception of the reliable committee for talent review, use of standardised metrics/parameters, potential assessment, and assessment centres, and formal information regarding their potential assessment results. Talent development includes ten items that assess perception of employees on various development opportunities namely mentoring and buddying, 360-degree feedback, job rotation opportunities, external and internal coaching, participation in courses at external institutions, cross-functional project assignments, and job shadowing opportunities, and individual development plan (IDP) etc.



## **5.4 Reliability and Validity of the Talent Management Practices**

The validity and reliability of talent management practices were assessed based on Average Variance Extracted (AVE), Maximum Shared Variance (MSV), Average Shared Variance (ASV), Inter-Construct Correlations and Composite Reliability (CR) values derived from the results of confirmatory factor analysis. These values were calculated using validity master in the Gaskination's Stat-Wiki excel stats tool package.

### **5.4.1 Reliability**

The measure of Composite Reliability (CR) was used to confirm the reliability of the scale. The CR values of all factors in talent management practices depicted table 5.13 is greater than 0.90 which is above the acceptable value of 0.7 suggested by Hair, Anderson, Babin, & Black (2010). Thus, the results confirm the reliability of the talent management practices.

### **5.4.2 Validity**

The following section discusses the validity measures of the talent management practices. As mentioned earlier, the content validity of the talent management practices was ensured through expert review.

Construct validity which refers to the extent to which a set of measured variables reflect the latent construct that is supposed to be measured. This is established using measures of convergent and discriminant validity. As the preliminary checking, the loadings of individual items in the model were examined. All the items were found to be significantly loaded on the respective constructs with the standardised regression weights above 0.50.

**Table 5.12 Reliability and Validity Measures of Talent Management Practices**

<b>Construct</b>	<b>Composite Reliability (CR)</b>	<b>Average Variance Extracted (AVE)</b>	<b>Maximum Shared Variance (MSV)</b>	<b>Average Shared Variance (ASV)</b>	<b>Convergent Validity</b>	<b>Discriminant Validity</b>
<b>TS</b>	0.957	0.711	0.671	0.655	Yes	Yes
<b>TA</b>	0.949	0.755	0.627	0.604	Yes	Yes
<b>TI</b>	0.947	0.780	0.671	0.621	Yes	Yes
<b>TD</b>	0.968	0.750	0.671	0.643	Yes	Yes

Source: Statwiki MS-Excel Validity Master Output

The conditions for establishing convergent and discriminant validity are as follows. Convergent validity is established if the value of Average Variance Extracted (AVE) is greater than 0.5. Discriminant validity is confirmed if Maximum Shared Variance (MSV) is less than AVE, Average Shared Variance (ASV) is less than AVE and the square root of AVE is greater than inter-construct correlations (Hair et al., 2010). The validity and reliability measures of talent management practices presented in the table 5.12 show that AVE values of all factors are found higher than 0.7 which establishes the convergent validity. Similarly, all the conditions of discriminant validity i.e., MSV values of all measures are less than the AVE values, ASV values are lesser than AVE and the Square root of AVE greater than inter-construct correlations are found true for all constructs (added as Appendix IV). So the discriminant validity of all factors of talent management practices construct is confirmed.

## **5.5 Employees' Perception of Talent Management Practices**

The first objective of the study to ascertain the perception of employees on talent management practices in terms of talent strategizing, talent attraction, talent identification and talent development in IT companies are ascertained using the descriptive statistics namely mean and standard deviation. The descriptive statistical results obtained from the analysis of data collected on employees' perception of the four dimensions of talent management practices are presented in Table 5.13. In addition, the perception of talent management practices was assessed with the demographic variables of respondents in following sections.

**Table 5.13 Employees' Perception of the Talent Management Practices: Statistical Results**

<b>Talent Management Practices</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Talent Strategizing	700	1.00	5.00	3.81	0.88
Talent Attraction		1.00	5.00	3.74	0.90
Talent Identification		1.00	5.00	3.60	1.00
Talent Development		1.00	5.00	3.62	0.95

*Source: Results of Primary Data Analysis using SPSS*

The mean scores of the variables indicate that the employees have perceived moderately all the talent management practices, namely, talent strategizing, talent attraction, talent identification and talent development in their companies with mean scores greater than 3.5. Among the talent management practices, the extent of talent strategizing was perceived highest with a mean value of 3.81 and talent identification was lowest with a mean score of 3.62.

Talent strategizing includes perception of employees on the clarity of talent strategy, visible ownership that the CEO demonstrates in execution of the strategy, accountability of line manager for the effective implementation of the talent management process, support and sponsorship from top management for talent management activities, well-defined competency framework, identification of strategic positions, clarity in definition of high-potential employees, formal announcement about the availability of high potential programs and formal recognition for the identified high potential employees. Talent attraction, talent identification and talent development are related to the actual implementation of talent management. The findings indicate that employees have higher perceptions of the organisation's strategic orientation towards talent management, but lesser perceptions of the implementation of the practices to manage talent, especially the identification of talented employees.

As the respondents are selected from organisations having matured talent management systems, the perception of talent management practices was expected to very high, but the results showed a moderate level perception of all talent management practices. This indicates the difference in the actual practices of the organisation and the practices perceived by the employees.

### **5.5.1 Employees' Perception of Talent Management Practices: Gender Wise Analysis**

The gender wise difference in the perception of talent management practices is presented in Table 5.14. It is found that mean values of the all talent management practices are slightly higher for males compared to females. Among the practices, both genders perceive talent strategizing

higher with mean values of 3.84 and 3.78 and talent identification lower with mean values of 3.62 and 3.58 respectively. The highest value is found for male employees on talent strategizing with a mean score of 3.84 and lowest mean scores for female employees on talent identification with a mean score 3.58.

**Table 5.14 Perception of Talent Management Practices: Gender wise Analysis**

Gender	Talent Management Practices	N	Minimum	Maximum	Mean	Std. Deviation
Male	Talent Strategizing	362	1.00	5.00	3.84	0.87
	Talent Identification		1.00	5.00	3.62	1.02
	Talent Attraction		1.00	5.00	3.76	0.91
	Talent Development		1.00	5.00	3.62	0.96
Female	Talent Strategizing	338	1.11	5.00	3.78	0.88
	Talent Identification		1.00	5.00	3.58	0.99
	Talent Attraction		1.00	5.00	3.72	0.88
	Talent Development		1.00	5.00	3.61	0.94

*Source: Results of Primary Data Analysis using SPSS*

Perception of talent management practices is slightly higher for males compared to females. Gender is not determining criteria to participate in talent management practices and hence perceptions of both genders should not be ideally different. Even though the difference in perception cannot be concluded as gender discrimination in talent management practices of organisations, it may be an alert sign to check the chances of such discrimination.

### 5.5.2 Employees' Perception of Talent Management Practices: Age-wise Analysis

The age wise comparison of the perception of talent management practices is presented in Table 5.15. Among all age groups, talent strategizing is perceived the highest with mean values above 3.7 and talent identification at the lowest with mean values between 3.48 and 3.71. It is also found that all practices of talent management are perceived highest by the respondents of the age group of 40 years and above, and no pattern was visible for rest of the age groups. Talent identification is perceived lowest by the age group of 35 to 39 years with a mean value of 3.48.

**Table 5.15 Perception of Talent Management Practices: Age-wise Analysis**

Age	Talent Management Practices	N	Minimum	Maximum	Mean	Std. Deviation
25-29 Years	Talent Strategizing	203	1.22	5.00	3.72	0.74
	Talent Identification		1.20	5.00	3.58	0.86
	Talent Attraction		1.17	5.00	3.65	0.82
	Talent Development		1.00	5.00	3.51	0.83
30-34 Years	Talent Strategizing	256	1.00	5.00	3.84	0.84
	Talent Identification		1.00	5.00	3.60	0.99
	Talent Attraction		1.17	5.00	3.76	0.85
	Talent Development		1.00	5.00	3.65	0.92
35-39 Years	Talent Strategizing	109	1.22	5.00	3.75	1.06
	Talent Identification		1.00	5.00	3.48	1.18
	Talent Attraction		1.00	5.00	3.74	1.01
	Talent Development		1.00	5.00	3.62	1.13
40 And Above Years	Talent Strategizing	132	1.11	5.00	3.95	0.95
	Talent Identification		1.00	5.00	3.71	1.07
	Talent Attraction		1.00	5.00	3.83	0.98
	Talent Development		1.20	5.00	3.71	1.02

Source: Results of Primary Data Analysis using SPSS

The selection of talent management is affected by the age of employees in different ways. Even though chronological age is not a factor for selection per se, the number of years that an employee is with the present organisation is an important factor that determines the participation in talent management practices. With the increase in age, there are more chances of participating in talent management practices in the organisations and developing a better perception of the same.

### **5.5.3 Employees' Perception of Talent Management Practices: Education Qualification wise Analysis**

The educational qualification wise comparison of employees' perception of talent management practices is depicted in the Table 5.16 below. Among all practices, talent strategizing is perceived highest by employees of all qualifications, with slightly higher perception for B.Sc./BCA graduates with mean score 3.89 and lower for B.Tech graduates with a mean score of 3.74. Talent identification was perceived the lowest among talent management practices by all employees with mean values of 3.50 to 3.68, within which B.Sc./BCA and M.Sc. graduates have the higher perception of identification.

**Table 5.16 Employees' Perception of Talent Management Practices: Education Qualification wise Analysis**

<b>Educational Qualification</b>	<b>Talent Management Practices</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
B.Sc/BCA	Talent Strategizing	176	1.44	5.00	3.89	0.92
	Talent Identification		1.00	5.00	3.68	1.02
	Talent Attraction		1.00	5.00	3.80	0.90
	Talent Development		1.00	5.00	3.71	0.96
B.Tech	Talent Strategizing	219	1.22	5.00	3.74	0.82
	Talent Identification		1.00	5.00	3.55	0.95
	Talent Attraction		1.17	5.00	3.74	0.81
	Talent Development		1.30	5.00	3.56	0.89
M.Sc.	Talent Strategizing	47	1.78	5.00	3.86	0.75
	Talent Identification		1.20	5.00	3.69	0.87
	Talent Attraction		1.50	5.00	3.78	0.85
	Talent Development		1.20	5.00	3.68	0.89
M.Tech	Talent Strategizing	35	1.22	5.00	3.77	0.88
	Talent Identification		1.40	5.00	3.57	0.99
	Talent Attraction		1.50	5.00	3.72	0.95
	Talent Development		1.20	5.00	3.65	0.93
MCA	Talent Strategizing	56	1.11	5.00	3.80	0.90
	Talent Identification		1.20	5.00	3.54	1.08
	Talent Attraction		1.67	5.00	3.56	0.98
	Talent Development		1.00	5.00	3.46	1.01
MBA	Talent Strategizing	167	1.00	5.00	3.83	0.91
	Talent Identification		1.00	5.00	3.57	1.06
	Talent Attraction		1.00	5.00	3.73	0.96
	Talent Development		1.00	5.00	3.63	1.01



Even though there could be various reasons for higher perception for B.Sc./BCA graduates, one probable reason could be that these degree holders have received more talent management practices especially development opportunities. As they have a lower qualification, often organisations invest more in their development than employees of higher qualification and this could be why they have developed higher perceptions of talent management practices.

#### **5.5.4 Employees' Perception of Talent Management Practices: Experience wise Analysis**

The perception of talent management practices based on experience in the current organisation is depicted in Table 5.17 below. All employees have perceived higher levels of talent strategizing and lower levels of talent identification irrespective of their experience. It was found that all talent management practices are perceived higher by employees with more than 11 years experience in their current organisation. Interestingly, a steadily decreasing in the perception of all talent management practices was visualised as the experience increases from 5 years to 11 years. But an increase in the level of perception was evident among employees of experience above 11 years.

**Table 5.17 Employees' Perception of Talent Management Practices: Experience wise Analysis**

Experience	Talent Management Practices	N	Minimum	Maximum	Mean	Std. Deviation
3-5 Years	Talent Strategizing	197	2.00	5.00	3.89	0.75
	Talent Identification		1.40	5.00	3.65	0.93
	Talent Attraction		1.17	5.00	3.79	0.82
	Talent Development		1.20	5.00	3.67	0.88
6-8 Years	Talent Strategizing	188	1.22	5.00	3.76	0.84
	Talent Identification		1.00	5.00	3.59	0.92
	Talent Attraction		1.00	5.00	3.69	0.90
	Talent Development		1.00	5.00	3.56	0.92
9-11 Years	Talent Strategizing	171	1.00	5.00	3.69	0.89
	Talent Identification		1.00	5.00	3.46	1.07
	Talent Attraction		1.00	5.00	3.64	0.92
	Talent Development		1.00	5.00	3.56	0.97
Above 11 Years	Talent Strategizing	144	1.11	5.00	3.92	1.03
	Talent Identification		1.00	5.00	3.69	1.10
	Talent Attraction		1.00	5.00	3.84	0.94
	Talent Development		1.00	5.00	3.69	1.06

Source: Results of Primary Data Analysis using SPSS

The results that show higher perception for employees with above 11 years experience in the present organisation is similar to the finding of higher perceived talent management practices by the respondents of above 40 years. Tenure has a crucial role in determining the chances of participating in talent management. Many organisations put a minimum experience as a prerequisite for participation in talent management initiatives and this could be why employees with longer tenure had developed a higher perception of talent management practices.

### 5.5.5 Employees' Perception of Talent Management Practices: Managerial Level wise Analysis

The employees' managerial level wise analysis of data on the perception of talent management practices is presented in Table 5.18. Among all the practices, talent strategizing is perceived highest and talent identification lowest by all employees. Talent strategizing is perceived highest by senior employees with the mean value of 3.96 and talent identification is perceived lowest by junior employees with the mean value of 3.46.

**Table 5.18 Employees' Perception of Talent Management Practices: Managerial Level wise Analysis**

Level of Management	Talent Management Practices	N	Minimum	Maximum	Mean	Std. Deviation
Junior	Talent Strategizing	276	1.22	5.00	3.66	0.79
	Talent Identification		1.00	5.00	3.46	0.94
	Talent Attraction		1.17	5.00	3.65	0.82
	Talent Development		1.00	5.00	3.47	0.89
Middle	Talent Strategizing	256	1.00	5.00	3.88	0.89
	Talent Identification		1.00	5.00	3.66	1.04
	Talent Attraction		1.00	5.00	3.76	0.95
	Talent Development		1.00	5.00	3.71	0.98
Senior	Talent Strategizing	168	1.11	5.00	3.96	0.94
	Talent Identification		1.00	5.00	3.74	1.03
	Talent Attraction		1.00	5.00	3.86	0.92
	Talent Development		1.00	5.00	3.72	0.99

*Source: Results of Primary Data Analysis using SPSS*

It is found that the perception of all talent management practices increases with increase in the employees' managerial level, with lower values of junior level employees and highest for senior-level employees. As the employee's level of management increases, the number of talent management initiatives they may participate also increases. The senior-

level employees often get more chances to participate talent management initiatives and higher level training programmes than junior employees. This could why senior managers have a higher perception of talent management.

## 5.6 Summary

The four factors of talent management practices, namely talent development (10 items), talent strategizing (9 items), talent attraction (6 items) and talent identification (5 items) have been found to be reliable and valid. Despite the matured talent management systems implemented by companies selected for the study, the employees have perceived all the talent management practices moderately in their companies. Among these practices, talent strategizing was perceived higher and talent identification was perceived slightly lower.

Perception of talent strategizing developed based on their judgments regarding the clarity of talent strategy in the organisation, visible ownership of the CEO, accountability of the line manager, support and sponsorship from top management, competency framework, identification of strategic positions, clarity in definition for high-potential employees, and formal announcement about the availability of high potential programs and formal recognition for identifying high potential employees. The perception of talent identification is developed based on their judgment on the reliable committee for talent review, use of standardized metrics and parameters, potential assessment and assessment centers, and formal information regarding their potential assessment results.

Perception of talent attraction is developed based on their opinion on employee value proposition of the organisation, diversity of sources and flexibility in compensation rules, differentiation in recruiting strategy, hiring at different levels and active participation of senior managers, whereas perception of talent development is developed based on various development opportunities provided by the organisation namely mentoring and buddying, 360-degree feedback, job rotation opportunities, external and internal coaching, participation in courses at external institutions, cross-functional project assignments, and job shadowing opportunities, and individual development plan (IDP) etc. Employees irrespective of gender, age, educational qualification, experience and managerial level have higher perceptions of talent strategizing, which describes the strategic orientation of organisations towards talent management.

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**EMPLOYEES' PERCEPTION OF ORGANISATIONAL JUSTICE, TALENT PERCEPTION CONGRUENCE AND INTENTION TO STAY**

<b>Contents</b>	6.1 <i>Measurement Model</i>
	6.2 <i>Employees' Perception of Intention to Stay</i>
	6.3 <i>Employees' Perception of Organisational Justice</i>
	6.4 <i>Talent Perception Congruence of Employees</i>
	6.5 <i>Summary</i>

This chapter describes the second and the third objective of the study to ascertain the perception of employees on intention to stay, talent perception congruence and various dimensions of organisational justice. After establishing the validity and reliability of all variables based on the measurement model, perception of employees on intention to stay, organisational justice dimensions, and talent perception congruence were ascertained using descriptive statistics.

**6.1 Measurement Model**

Developing the measurement model is a necessary step in Structural Equation Modeling (SEM). All the latent variables of the study along with its indicators are drawn and tested. The model encompasses measurement relationships of items and variables, the correlational relationship among the variables and the error terms for each item. As the number of variables in the model is ten, the sample size of 700 is sufficiently large to apply

structural equation modelling technique as per Hair, Black, Babin, Anderson, & Tatham (2013).

The measurement model that includes all the variables of the study namely talent management practices, organisational justice dimensions, talent perception congruence and employees' intention to stay was drawn and tested using the AMOS software (version 23). The measurement model of the study is depicted in figure 6.1 given below.

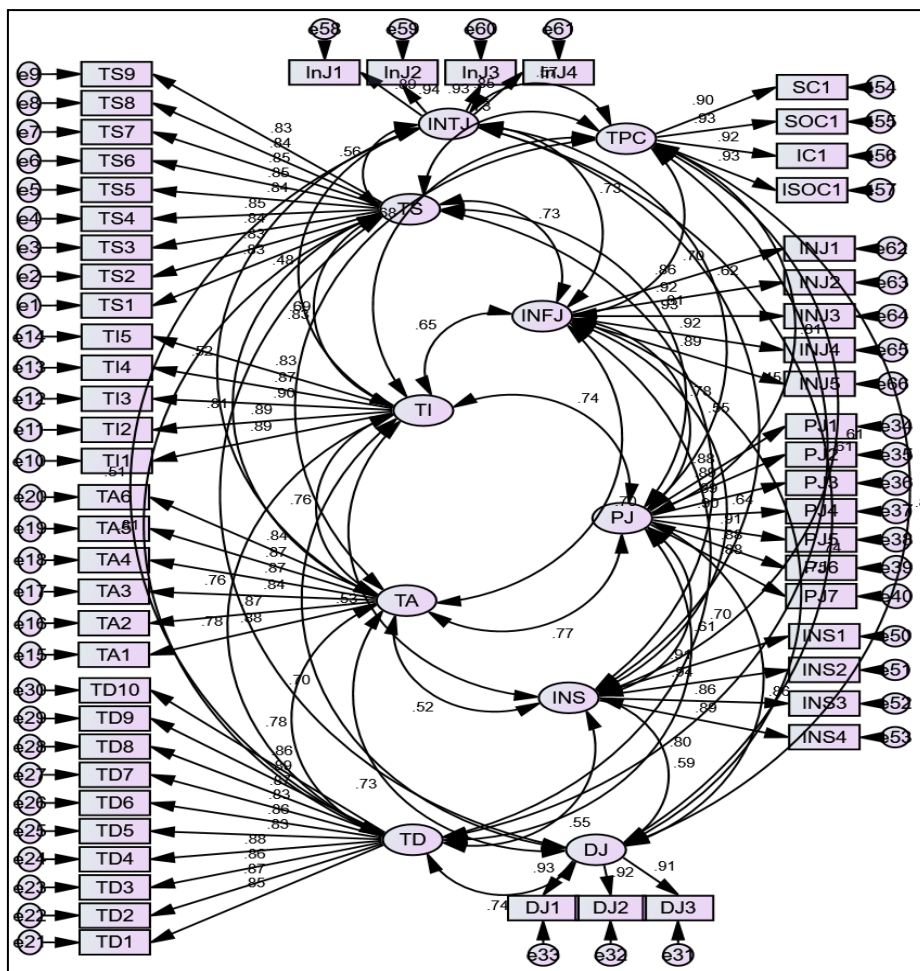


Figure 6.1 Measurement Model of the Study



### 6.1.1 Model Fit Assessment

The assessment of the fit of the measurement model establishes whether the model is valid. It confirms the fit of the hypothesised model with data. The model fit indices namely CMIN/DF, CFI, TLI, RMSEA, and SRMR are presented in Table 6.1. The values CMIN/DF=1.936, CFI = 0.970, TLI = 0.968, the RMSEA = 0.037 and SRMR=0.023 are within the criteria values and indicates a good fit between the model and the observed data.

**Table 6.1 Fit Indices of Measurement Model**

Fit Indices	Criteria	CFA Results
CMIN/DF	<3 (Kline, 2015)	1.936
TLI	>0.95 (Hooper et al., 2008)	0.968
CFI	>0.95 (Hooper et al., 2008)	0.970
SRMR	<0.08 (Hu & Bentler, 1999)	0.023
RMSEA	<0.07 (Steiger, 2007)	0.037

*Source: Based on the AMOS output*

### 6.1.2 Reliability and Validity of Variables

The measurement relationship (factor loadings) between the latent variable and the indicator items is one of the fundamental assessments of the construct validity of variables. The factor loadings of items to latent variables should be ideally 0.7 or higher (Hair et al., 2013), which confirms the strong association between items and variable, and indicates construct validity. The standardised loadings estimates are easier to interpret than unstandardised estimates and therefore standardised estimates are reported in the present study. As standardised loadings estimates of talent

management practices have been already reported in the earlier chapter it has not been incorporated in this section.

**Table 6.2 Standardised Estimates of Factor Loadings**

Distributive Justice	Standardised Estimate	Procedural Justice	Standardised Estimate	Interactional justice	Standardised Estimate	Informational Justice	Standardised Estimate	Talent Perception Congruence	Standardised Estimate	Intention to Stay	Standardised Estimate
<b>DJ1</b>	0.93	<b>PJ1</b>	0.88	<b>INTJ1</b>	0.89	<b>INFJ1</b>	0.86	<b>TPC1</b>	0.90	<b>INS1</b>	0.91
<b>DJ2</b>	0.92	<b>PJ2</b>	0.89	<b>INTJ2</b>	0.94	<b>INFJ2</b>	0.92	<b>TPC2</b>	0.93	<b>INS2</b>	0.94
<b>DJ3</b>	0.91	<b>PJ3</b>	0.89	<b>INTJ3</b>	0.93	<b>INFJ3</b>	0.93	<b>TPC3</b>	0.92	<b>INS3</b>	0.86
		<b>PJ4</b>	0.91	<b>INTJ4</b>	0.85	<b>INFJ4</b>	0.92	<b>TPC4</b>	0.93	<b>INS4</b>	0.89
		<b>PJ5</b>	0.91			<b>INFJ5</b>	0.89				
		<b>PJ6</b>	0.88								
		<b>PJ7</b>	0.88								

Source: Based on the AMOS output

The estimates of standardised factor loading presented in Table 6.2, confirms that all items loaded significantly ( $p$ -value  $< 0.000$ ) onto their respective variable with loadings above 0.8, indicating the construct validity of the variables.

The Average Variance Extracted (AVE), Maximum Shared Variance (MSV), Average Shared Variance (ASV), Inter-construct Correlations and Composite Reliability (CR) values presented in Table 6.3 were derived from the values of measurement model using validity master in the Gaskination's Stat-Wiki excel stats tool package.

**Table 6.3 Validity and Reliability Measures of all the Latent Variables in the Study**

<b>Variables</b>	<b>Composite Reliability (CR)</b>	<b>Average Variance Extracted (AVE)</b>	<b>Maximum Shared Variance (MSV)</b>	<b>Average Shared Variance (ASV)</b>	<b>Convergent Validity</b>	<b>Discriminant Validity</b>
<b>TS</b>	0.956	0.706	0.694	0.547	Yes	Yes
<b>TI</b>	0.944	0.770	0.694	0.480	Yes	Yes
<b>TA</b>	0.945	0.740	0.656	0.496	Yes	Yes
<b>TD</b>	0.966	0.738	0.663	0.519	Yes	Yes
<b>INS</b>	0.946	0.815	0.404	0.316	Yes	Yes
<b>DJ</b>	0.942	0.845	0.746	0.540	Yes	Yes
<b>PJ</b>	0.965	0.796	0.746	0.577	Yes	Yes
<b>INTJ</b>	0.947	0.818	0.527	0.321	Yes	Yes
<b>INFJ</b>	0.958	0.821	0.612	0.503	Yes	Yes
<b>TPC</b>	0.958	0.852	0.682	0.502	Yes	Yes

*Source: Statwiki MS-Excel Validity Master Output*

The value of Composite Reliability (CR) for all constructs has values greater than 0.9, establishes the reliability of the variables, which indicates internal consistency. The AVE values of all constructs are greater than 0.7, which is above the threshold value for convergent validity ( $AVE > 0.5$ ). Hence convergent validity is confirmed, which indicates that indicators of the specific latent variable share high variance in common. The discriminant validity that indicates the extent to which the variables are distinct from similar other variables, can be established only if the following conditions are met. The value of MSV should be less than AVE, ASV should be less than AVE and the Square root of AVE should be greater than inter-construct correlations (added as Appendix IV). The variables in the present model have fulfilled all the conditions and therefore the discriminant validity of the variables is confirmed.

## 6.2 Employees' Perception of Intention to Stay

The descriptive statistical results of data collected on employees' perception of the intention to stay are depicted in Table 6.4. The mean scores results indicated that the employees have perceived the moderate level of intention to stay with a mean score of 3.24.

**Table 6.4 Employees' Perception of Intention to Stay**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Intention to stay	700	1.00	5.00	3.24	1.13

*Source: Results of Primary Data Analysis using SPSS*

The intention to stay refers to the employees' willingness to stay back in the organisations and employees in the present study perceived only a moderate intention to stay back. Organisations in the present study are those who made the huge people investments and have well-established talent management systems. Even then the intention to stay of employees in these organisations is not sufficiently high, which points the need of evaluating the effectiveness of these investments.

### 6.2.1 Intention to Stay: Gender wise Analysis

The gender wise difference in intention to stay perception of employees is presented in Table 6.5. It depicts that there is no much difference in intention to stay between males and females with their mean values of 3.25 and 3.22 respectively.

**Table 6.5 Intention to Stay: Gender wise Analysis**

Gender	Variable	N	Minimum	Maximum	Mean	Std. Deviation
Male	Intention to Stay	362	1.00	5.00	3.25	1.16
Female		338	1.00	5.00	3.22	1.09

*Source: Results of Primary Data Analysis using SPSS*

The intention to stay of employees is moderate, irrespective of whether they are male or female employees. The gender does not create much difference in the employees' willingness to stay back with the organisation.

### **6.2.2 Employees' Intention to Stay: Age-wise Analysis**

From the Table 6.6 depicted below, it is found that employees above 40 years have slightly higher levels of intention to stay in their current organisation with a mean value of 3.38 while the employees aged between 35 and 39 years has the lowest intention with a mean value of 3.16. There is no difference between employees of 25 to 29 years and 30 to 34 years in their stay intentions.

**Table 6.6 Employees' Intention to Stay: Age-wise Analysis**

Age	Variable	N	Minimum	Maximum	Mean	Std. Deviation
25-29 Years	Intention to Stay	203	1.00	5.00	3.22	1.03
30-34 Years		256	1.00	5.00	3.21	1.11
35-39 Years		109	1.00	5.00	3.16	1.29
40 and above Years		132	1.00	5.00	3.38	1.15

*Source: Results of Primary Data Analysis using SPSS*

Employees above 40 years show higher chances to stay back with the organisation. The comparatively lower intention to stay perceived by employees between 35 to 39 years could be attributed to the quest for more career growth. Due to various reasons, youth are more occupationally mobile and switch employers more often than the adult workers. This is reflected in the results.

### 6.2.3 Employees' Intention to Stay: Educational Qualification wise Analysis

The Table 6.7 depicts the educational qualification wise comparison of employees' perception of Intention to Stay. It is found that MCA graduates perceive lowest levels of intention to stay with a mean value of 3.06 and M. Tech graduates have the highest levels of stay intentions with a mean value of 3.40.

**Table 6.7 Employees' Intention to Stay: Educational Qualification wise Analysis**

<b>Educational Qualification</b>	<b>Variable</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
B.Sc/BCA	Intention to Stay	176	1.00	5.00	3.34	1.14
B.Tech		219	1.00	5.00	3.17	1.08
M.Sc.		47	1.00	5.00	3.27	1.18
M.Tech		35	1.00	5.00	3.40	1.02
MCA		56	1.00	5.00	3.06	1.06
MBA		167	1.00	5.00	3.23	1.19

*Source: Results of Primary Data Analysis using SPSS*

The decreasing order of perception of stay intentions based on educational qualification is as follows. M.Tech holders have highest intention to stay, followed by B.Sc./BCA graduates, M.Sc., and MBA graduates, B.Tech graduates and finally MCA degree holders with the lowest value. As educational qualification has a role in determining the career opportunities in the organisations. This could be why stay intentions of employees vary with the educational qualifications.

### 6.2.4 Employees' Intention to Stay: Experience wise Analysis

From the comparison of intention to stay based on experience in the current organisation depicted in Table 6.8, it is clear that employees above

11 years of experience in their current organisation have higher intention to stay back in the organisation with mean value of 3.39, whereas employees between 6 to 11 years have lesser intention to stay with mean value of 3.13. A steady but slight declining trend is found in the stay intention levels with an increase in experience of employees from 3 to 11 years, and sudden increase thereafter.

**Table 6.8 Employees' Intention to Stay: Experience wise Analysis**

Experience	Variable	N	Minimum	Maximum	Mean	Std. Deviation
3-5 Years	Intention to Stay	197	1.00	5.00	3.24	1.13
6-8 Years		188	1.00	5.00	3.19	1.08
9-11 Years		171	1.00	5.00	3.13	1.13
Above 11 Years		144	1.00	5.00	3.39	1.16

*Source: Results of Primary Data Analysis using SPSS*

The stay intention of employees in their mid-career (9 to 11 years) is comparatively low which could be attributed to the lack of career opportunities for these employees. Even though employees above 11 years of experience in the organisation have higher stay intentions among the group, it is just moderate level of stay intention. Losing a highly experienced employee is not at all beneficial for the organisation and hence this result should be seriously considered.

### **6.2.5 Employees' Intention to Stay: Managerial Level wise Analysis**

The managerial level wise comparison on intention to stay is presented in the Table 6.9. It is found that intention to stay increases as employee's level of management goes up. The lowest values of stay

intentions are exhibited by junior level employees with mean value 3.15 and highest by senior level employees with a mean value of 3.43.

**Table 6.9 Employees' Intention to Stay: Managerial Level wise Analysis**

Managerial Level	Variable	N	Minimum	Maximum	Mean	Std. Deviation
Junior	Intention to Stay	276	1.00	5.00	3.15	1.06
Middle		256	1.00	5.00	3.19	1.19
Senior		168	1.00	5.00	3.43	1.10

*Source: Results of Primary Data Analysis using SPSS*

The junior employees often have higher tendency to be occupationally mobile and switch companies. Employees may try out various jobs and organisations in their early career stage and settle down in their later career stages. This could be one of the probable reasons for increasing stay intentions with managerial level.

### 6.3 Employees' Perception of Organisational Justice

The descriptive statistical results obtained from the analysis of data collected on employees' perception of the four dimensions of organisational justice are presented in Table 6.10. Organisational justice comprises of four dimensions namely distributive justice, procedural justice, interpersonal justice and informational justice. The mean scores of the variables indicate that the employees perceived a high level of interpersonal justice with a mean score of 4.13, and a moderate level of informational justice, distributive justice, and procedural justice in their companies with mean scores of 3.75, 3.66, and 3.62 respectively.



**Table 6.10 Employees' Perception of Organisational Justice**

<b>Organisational Justice Dimensions</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Distributive Justice	700	1.00	5.00	3.66	0.96
Procedural Justice		1.00	5.00	3.62	0.95
Interpersonal Justice		1.00	5.00	4.13	0.86
Informational Justice		1.00	5.00	3.75	1.00

*Source: Results of Primary Data Analysis using SPSS*

The results indicate that employees perceive higher fairness in the interpersonal dealings of their managers in the talent management interactions, but comparatively lesser fairness in the information, outcomes, and procedures of talent management. In order to enhance the overall fairness of talent management practices in organisations, the focus should be more on providing fair information related to talent management, developing fair procedures of talent management and the delivering equitable outcomes from talent management.

### **6.3.1 Employees' Perception of Organisational Justice: Gender wise Analysis**

The gender wise perception of organisational justice dimensions presented in the Table 6.11, it can be understood that both males and females have shown a higher perception of interpersonal justice with mean values of 4.19 and 4.07, and lower perception of procedural justice with a mean value of 3.63 and 3.62.

**Table 6.11 Employees' Perception of Organisational Justice: Gender wise Analysis**

Gender	Organisational Justice Dimensions	N	Minimum	Maximum	Mean	Std. Deviation
Male	Distributive Justice	362	1.00	5.00	3.65	0.98
	Procedural Justice		1.00	5.00	3.63	0.98
	Interpersonal Justice		1.00	5.00	4.19	0.82
	Informational Justice		1.00	5.00	3.73	1.01
Female	Distributive Justice	338	1.00	5.00	3.68	0.93
	Procedural Justice		1.00	5.00	3.62	0.92
	Interpersonal Justice		1.00	5.00	4.07	0.89
	Informational Justice		1.00	5.00	3.76	0.98

Source: Results of Primary Data Analysis using SPSS

There was no visible difference between males and females in their perception of distributive, procedural and informational justice related to talent management. The perception of interpersonal justice of males was slightly higher than females. This may be because of the male-centric interpersonal interactions happening in organisations.

### 6.3.2 Employees' Perception of Organisational Justice: Age-wise Analysis

The age wise perception of organisational justice dimensions presented in Table 6.12 below reveals that perception of interpersonal justice is higher with mean scores above 4, and perception of procedural justice is lower for all age groups with mean scores below 3.72. The justice perception is highest for employees above 40 years.

**Table 6.12 Employees' Perception of Organisational Justice: Age-wise Analysis**

Age Category	Organisational Justice Dimensions	N	Minimum	Maximum	Mean	Std. Deviation
25-29 Years	Distributive Justice	203	1.00	5.00	3.60	0.88
	Procedural Justice		1.00	5.00	3.57	0.82
	Interpersonal Justice		1.00	5.00	4.00	0.83
	Informational Justice		1.00	5.00	3.69	0.91
30-34 Years	Distributive Justice	256	1.00	5.00	3.66	0.89
	Procedural Justice		1.00	5.00	3.61	0.94
	Interpersonal Justice		1.00	5.00	4.16	0.78
	Informational Justice		1.00	5.00	3.76	0.96
35-39 Years	Distributive Justice	109	1.00	5.00	3.66	1.21
	Procedural Justice		1.00	5.00	3.66	1.19
	Interpersonal Justice		1.00	5.00	4.21	1.00
	Informational Justice		1.00	5.00	3.76	1.21
40 and above years	Distributive Justice	132	1.00	5.00	3.77	0.96
	Procedural Justice		1.00	5.00	3.72	0.96
	Interpersonal Justice		1.00	5.00	4.23	0.90
	Informational Justice		1.00	5.00	3.80	1.04

*Source: Results of Primary Data Analysis using SPSS*

The perception of all dimensions of justice related to talent management shows an increasing trend with age. With the increase in age, employees perceive more fairness in talent management practices in terms of procedures, outcomes, information, and interactions. It may not be the influence of age per se on the justice perception, rather the higher experience and higher managerial level acquired with an increase in age. The more benefits from talent management along with more access to talent management systems could be the reason for this increase in fairness perceptions.

### **6.3.3 Employees' Perception of Organisational Justice: Educational Qualification wise Analysis**

The educational qualification wise comparison of employees' perception of organisational justice dimensions are depicted in the Table

6.13. Interpersonal justice perceptions of employees of all qualifications are slightly higher than other justice dimensions and perceived highest for MBA graduates with a mean value of 4.20 and lowest by B.Tech graduates with a mean value of 4.09. Procedural justice perception is low for all employees with the lowest mean value of 3.56 for MCA graduates.

**Table 6.13 Employees' Perception of Organisational Justice: Educational Qualification wise Analysis**

Educational Qualification		N	Minimum	Maximum	Mean	Std. Deviation
B.Sc/BCA	Distributive Justice	176	1.00	5.00	3.73	0.99
	Procedural Justice		1.00	5.00	3.69	0.96
	Interpersonal Justice		1.00	5.00	4.13	0.90
	Informational Justice		1.00	5.00	3.82	1.04
B.Tech	Distributive Justice	219	1.00	5.00	3.57	0.89
	Procedural Justice		1.00	5.00	3.59	0.87
	Interpersonal Justice		2.00	5.00	4.09	0.77
	Informational Justice		1.00	5.00	3.69	0.96
M.Sc.	Distributive Justice	47	1.00	5.00	3.75	0.94
	Procedural Justice		1.00	5.00	3.74	0.93
	Interpersonal Justice		1.25	5.00	4.11	0.93
	Informational Justice		1.00	5.00	3.89	0.96
M.Tech	Distributive Justice	35	1.00	5.00	3.74	0.96
	Procedural Justice		1.43	5.00	3.72	0.95
	Interpersonal Justice		2.25	5.00	4.13	0.83
	Informational Justice		1.00	5.00	3.81	1.01
MCA	Distributive Justice	56	1.00	5.00	3.56	0.91
	Procedural Justice		1.00	5.00	3.56	0.94
	Interpersonal Justice		1.00	5.00	4.12	0.92
	Informational Justice		1.00	5.00	3.65	1.00
MBA	Distributive Justice	167	1.00	5.00	3.71	1.02
	Procedural Justice		1.00	5.00	3.58	1.06
	Interpersonal Justice		1.00	5.00	4.20	0.89
	Informational Justice		1.00	5.00	3.74	1.01

Source: Results of Primary Data Analysis using SPSS

The awareness, as well as exposure to talent management practices, may vary with the educational qualification of employees. This could be why fairness perception of talent management was found different for employees of different qualifications.

### **6.3.4 Employees' Perception of Organisational Justice: Experience wise Analysis**

The comparison of perception of organisational justice based on experience in the current organisation is depicted in Table 6.14. Irrespective of age, all employees perceived interpersonal justice as highest and procedural justice as lowest. It was found that all justice dimensions are perceived high by employees above 11 years experience in their current organisation and low values for employees with experience of 9 to 11 years.

**Table 6.14 Employees' Perception of Organisational Justice: Experience wise Analysis**

<b>Experience</b>	<b>Organisational Justice Dimensions</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
3-5 Years	Distributive Justice	197	1.00	5.00	3.76	0.88
	Procedural Justice		1.29	5.00	3.69	0.84
	Interpersonal Justice		1.00	5.00	4.09	0.82
	Informational Justice		1.00	5.00	3.81	0.91
6-8 Years	Distributive Justice	188	1.00	5.00	3.62	0.92
	Procedural Justice		1.00	5.00	3.58	0.93
	Interpersonal Justice		1.25	5.00	4.16	0.79
	Informational Justice		1.20	5.00	3.76	0.96
9-11 Years	Distributive Justice	171	1.00	5.00	3.55	1.00
	Procedural Justice		1.00	5.00	3.52	1.04
	Interpersonal Justice		1.00	5.00	4.06	0.91
	Informational Justice		1.00	5.00	3.62	1.06
Above 11 Years	Distributive Justice	144	1.00	5.00	3.72	1.05
	Procedural Justice		1.00	5.00	3.71	1.01
	Interpersonal Justice		1.00	5.00	4.23	0.92
	Informational Justice		1.00	5.00	3.80	1.09

Source: Results of Primary Data Analysis using SPSS

All justice dimensions were perceived highest by employees above 11 years experience. Talent management initiatives have a strong relationship with experience of the employees, where often employees with higher experience have more chances to avail benefits of talent management. The decrease in the fairness of talent management till 11 years of experience could be because of the tight competition for attaining benefits from talent management in mid-career stages.

### 6.3.5 Employees' Perception of Organisational Justice: Managerial Level wise Analysis

The managerial level wise comparison on the organisational justice perception is presented in the Table 6.15. It is found that junior employees have a lesser perception in all dimensions of justice namely distributive justice, procedural justice, interpersonal justice and informational justice with mean values 3.56, 3.47, 4.03, and 3.63 respectively, whereas senior-level employees have higher justice perceptions with mean values of 3.78, 3.74, 4.22 and 3.82 respectively.

**Table 6.15 Employees' Perception of Organisational Justice: Managerial Level wise Analysis**

Managerial Level	Organisational Justice Dimensions	N	Minimum	Maximum	Mean	Std. Deviation
Junior	Distributive Justice	276	1.00	5.00	3.56	0.88
	Procedural Justice		1.00	5.00	3.47	0.86
	Interpersonal Justice		1.00	5.00	4.03	0.79
	Informational Justice		1.00	5.00	3.63	0.91
Middle	Distributive Justice	256	1.00	5.00	3.69	1.01
	Procedural Justice		1.00	5.00	3.71	1.03
	Interpersonal Justice		1.00	5.00	4.19	0.87
	Informational Justice		1.00	5.00	3.82	1.07
Senior	Distributive Justice	168	1.00	5.00	3.78	0.99
	Procedural Justice		1.00	5.00	3.74	0.95
	Interpersonal Justice		1.00	5.00	4.22	0.93
	Informational Justice		1.00	5.00	3.82	1.02

Source: Results of Primary Data Analysis using SPSS

The justice perceptions increases as employees level in management go up, with lowest values of junior level employees and highest for senior-level employees. The increasing awareness and participation in talent management practices with an increase in managerial level could be the reason for this trend.

#### **6.4 Talent Perception Congruence of Employees**

The descriptive statistical results of data collected on employees' perception of the Talent Perception congruence is depicted in Table 6.16. The mean scores results indicated that the employees have perceived moderate levels of talent perception congruence with a mean score of 3.61

**Table 6.16 Talent Perception Congruence of Employees**

<b>Variable</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Talent Perception Congruence	700	1.00	5.00	3.61	1.00

*Source: Results of Primary Data Analysis using SPSS*

Talent perception congruence refers to consistency between the self-image of the employees and perceived status in the organisation. Talent perception congruence will be higher when perceived status of the employees is consistent with how they view themselves. So higher levels of congruence are experienced when employees who perceive themselves as talent believe that they got a talent status in the organisation or when employees who perceive themselves as non-talent believe that they are not provided with the talent status in the organisation. The most common scenario that reduces the talent perception congruence is when the employees believe themselves as talent, and identifies that they are not provided with talent status in the organisation. Even though, it is not

practically feasible for organisations to provide all employees with talent status expected by them, they can play a crucial role in molding the self-image of employees regarding the talent status in the organisation.

#### 6.4.1 Talent Perception Congruence of Employees: Gender wise Analysis

The gender-wise descriptive of the talent perception congruence is presented in the Table 6.17. It is found that talent perception congruence is slightly higher for males with a mean value of 3.64 than females with a mean value of 3.57.

**Table 6.17 Talent Perception Congruence of Employees: Gender wise Analysis**

Gender	Variable	N	Minimum	Maximum	Mean	Std. Deviation
Male	Talent Perception Congruence	362	1.00	5.00	3.64	0.99
Female		338	1.00	5.00	3.57	1.02

*Source: Results of Primary Data Analysis using SPSS*

As per the findings, males have perceived slightly better talent perception congruence than females. Ideally, organisations provide status based on the talent possessed by the employee and not by the gender, and hence there should not be any difference between male and female employees in their congruence levels. The difference between male and female in their talent perception congruence levels are not so high and may be discounted if the organisations are sure about the unbiased allocation of talent status.



### **6.4.2 Talent Perception Congruence of Employees: Age-wise Analysis**

The Table 6.18 below depicts the age wise comparison of the talent perception congruence. It is found that 40 years and above-aged people have higher levels of talent perception congruence with a mean value of 3.77 and the people of 25 to 29 years age group has the lowest with a mean value of 3.46. The age groups of 30 to 34 years and 35 to 39 years do not have much difference in their perceived congruence levels.

**Table 6.18 Talent Perception Congruence of Employees: Age-wise Analysis**

<b>Age Groups</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
25-29 Years	203	1.00	5.00	3.46	0.89
30-34 Years	256	1.00	5.00	3.62	0.96
35-39 Years	109	1.00	5.00	3.64	1.23
40 and above Years	132	1.00	5.00	3.77	1.03

*Source: Results of Primary Data Analysis using SPSS*

Young employees may have higher expectations from the organisation in terms of talent status, customised career growth opportunities. Since the majority of organisations focus on talent management in senior-level employees, the chances of getting talent status for employees in younger ages are comparatively low. This may result in lower talent perception congruence among employees of lower age groups. In contrary, chances of getting a talent status are comparatively higher for aged employees especially if they are holding senior positions.

### 6.4.3 Talent Perception Congruence of Employees: Educational Qualification wise Analysis

From the Table 6.19 that depicts the educational qualification wise comparison of employees' talent perception congruence, it was found that MCA graduates perceive lower levels of congruence with a mean value of 3.38 and M.Sc. graduates slightly higher levels of congruence with a mean value of 3.71 when compared to employees of other qualifications.

**Table 6.19 Talent Perception Congruence of Employees: Educational Qualification wise Analysis**

Educational Qualification	Variable	N	Minimum	Maximum	Mean	Std. Deviation
B.Sc/BCA	Talent Perception Congruence	176	1.00	5.00	3.69	0.99
B.Tech		219	1.00	5.00	3.53	0.93
M.Sc.		47	1.00	5.00	3.71	0.91
M.Tech		35	1.25	5.00	3.56	1.09
MCA		56	1.00	5.00	3.38	1.07
MBA		167	1.00	5.00	3.68	1.07

*Source: Results of Primary Data Analysis using SPSS*

The educational qualification has an influential role in determining the self-image of individuals, which may be reflected in the talent perception congruence levels too. The lower level of talent perception congruence among MCA graduates is quite interesting and maybe because of the higher self-image as talent or fewer chances of receiving talent status.

### 6.4.4 Talent Perception Congruence of Employees: Experience wise Analysis

The talent perception congruence of the employees based on the experience of the employee in the current organisation is depicted in Table 6.20 below. It was found that employees having above 11 years experience

in their current organisation have highest talent perception congruence with a mean value of 3.71 whereas employees between 6 to 11 years have the lowest congruence with a mean value of 3.48.

**Table 6.20 Talent Perception Congruence of Employees: Experience wise Analysis**

Experience	Variable	N	Minimum	Maximum	Mean	Std. Deviation
3-5 years	Talent Perception Congruence	197	1.00	5.00	3.66	0.89
6-8 years		188	1.00	5.00	3.58	0.95
9-11 years		171	1.00	5.00	3.48	1.05
Above 11 years		144	1.00	5.00	3.71	1.13

*Source: Results of Primary Data Analysis using SPSS*

A steady declining trend is found in the perceived congruence levels with an increase in experience of employees from 3 to 5 years to 9 to 11 years, with a sudden increase for employees above 11 years. Employees in their mid-career may have more expectations from the organisations, in terms of career growth and other benefits. If the organisations do not provide talent status as expected by the employees, they may perceive lesser congruence in talent perceptions.

#### **6.4.5 Talent Perception Congruence: Managerial Level wise Analysis**

The managerial level wise comparison on the talent perception congruence is presented in the Table 6.21. It was found that talent perception congruence increases as employees level in management go up. The lowest values of congruence are perceived by junior level employees with a mean value of 3.46 and highest for senior-level employees with a mean value of 3.74.

**Table 6.21 Talent Perception Congruence: Managerial Level wise Analysis of Employees**

Managerial Level	Variable	N	Minimum	Maximum	Mean	Std. Deviation
Junior	Talent Perception Congruence	276	1.00	5.00	3.46	0.90
Middle		256	1.00	5.00	3.67	1.04
Senior		168	1.00	5.00	3.74	1.06

Source: Results of Primary Data Analysis using SPSS

The chances of getting talent status increases as the managerial level of employees move from junior to senior level. This could be the major reason for the increasing congruity levels in talent perception with managerial level.

## 6.5 Summary

The hypothesised measurement model that included all the variables of the study namely talent management practices, organisational justice dimensions, talent perception congruence and employees' intention to stay found to have a good fit with the data. All variables of the study had good reliability, convergent and discriminant validity.

The employees have perceived demonstrated a moderate level of intention to stay, with not much difference in perception of males and females. The employees of 40 years and above aged have slightly higher levels of intention to stay back in their current organisation and the employees of 35 to 39 years age group has lower intention. It was also found that MCA graduates perceive lowest levels of intention to stay and M. Tech graduates have the highest levels of stay intention compared to employees of other qualifications. Employees above 11 years of experience

in their current organisation have higher intention to stay back, but a steady declining trend was found in the stay intention levels with an increase in experience of employees from 3 to 11 years. The intention to stay was found to increase as employee's managerial level goes up, with lower values for junior level employees and higher for senior-level employees.

The employees perceived a high level of interpersonal justice and moderate levels of distributive justice, procedural justice, and informational justice regarding talent management practices in their companies. Irrespective of demographic variables, all employees perceived interpersonal justice of talent management practices as highest and procedural justice as lowest. There was no difference in the perception of males and females on three dimensions of organisational justice namely distributive, procedural and informational justice but a slightly higher for the perception of interpersonal justice for males. The perception of all justice dimensions showed an increasing trend with age groups with lowest values for 25 to 29 years and highest value for employees above 40 years. Even though no specific trend was revealed for employees with different educational qualification, interpersonal justice was perceived highest by MBA graduates and lowest by B.Tech graduates, whereas procedural justice perceptions are low for all employees with the lowest score for MCA graduates. It was also identified that justice perception was high for employees above 11 years as well as senior employees. All justice dimensions except interpersonal justice have shown a steady decreasing trend from 3 years to 11 years, and a steady increasing trend with employees' managerial level.

The employees have perceived moderate levels of talent perception congruence in the organisation. Among which, male employees and employees above 40 years have higher congruence in talent perception than females and other age groups. MCA graduates were found to perceive lower levels of congruence and M.Sc. graduates slightly higher levels of congruence when compared to employees of other qualifications. Similarly, employees having 11 years experience in their current organisation as well as employees at the senior level have higher talent perception congruence. A steady declining trend was found in the perceived congruence levels with an increase in experience of employees from 3 to 5 years to 9 to 11 years and steady increasing trend with increasing managerial levels of employees.

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## INFLUENCE OF TALENT MANAGEMENT PRACTICES

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	7.2 <i>Influence of Talent Management Practices on Talent Perception Congruence of Employees</i>
	7.3 <i>Influence of Talent Management Practices on Organisational Justice</i>
	7.4 <i>Summary</i>

This chapter describes the testing of the fourth and fifth objectives of the study that determines the level of influence of talent management practices on employees' intention to stay, organisational justice dimensions and talent perception congruence in IT companies. The testing of all hypotheses is carried out using the Structural Equation Modelling in IBM AMOS 23. The statistical tests used for testing the hypotheses are two-tailed, at a significance level of  $p < 0.05$ .

### **7.1 Influence of Talent Management Practices on Intention to Stay of Employees**

The fourth objective of the study is to determine the level of influence of talent management practices on employees' intention to stay. The variable 'talent management practices' comprises of four sets of

practices namely talent strategizing, talent identification, talent attraction, and talent development. In order to understand the influence of talent management practices, the influence of each set of practices on intention to stay need to be examined. The research hypothesis ‘H1: Talent Management Practices have a significant positive relationship with Employees’ Intention to Stay’ is tested using the following four hypotheses.

H1a: Talent Strategizing has a significant positive relationship with the Employees’ Intention to Stay.

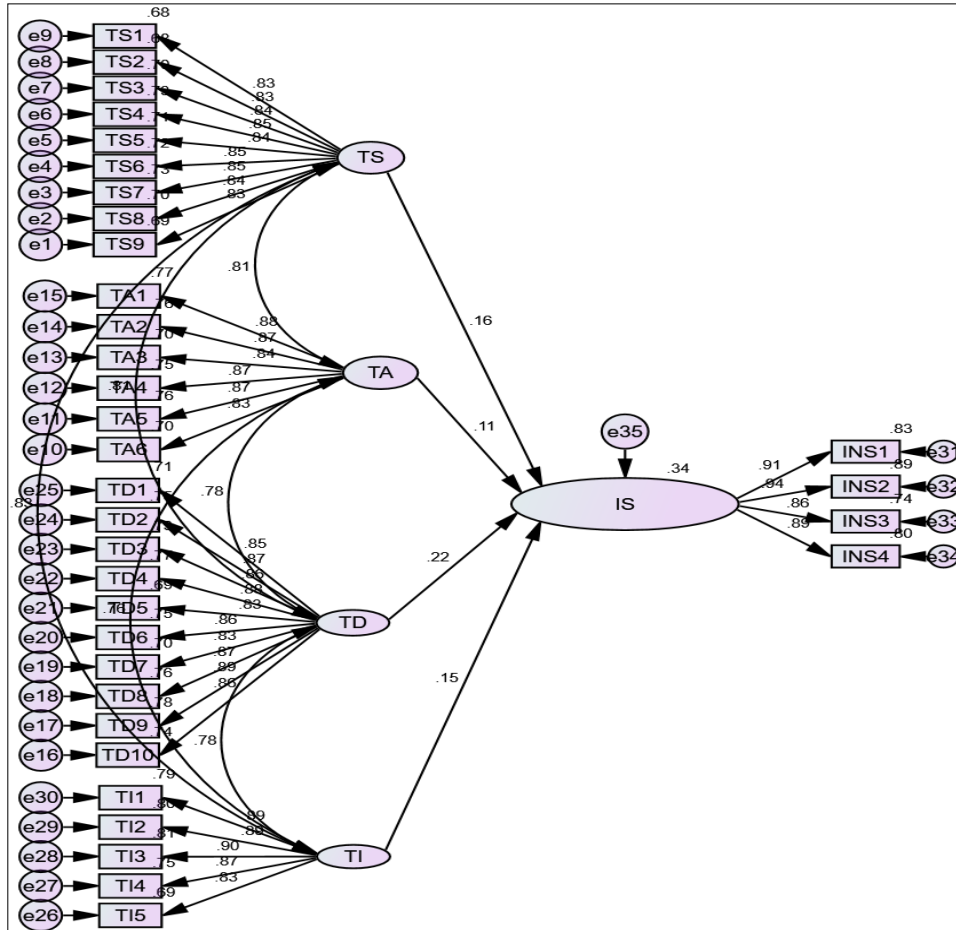
H1b: Talent Attraction has a significant positive relationship with the Employees’ Intention to Stay.

H1c: Talent Identification has a significant positive relationship with the Employees’ Intention to Stay.

H1d: Talent Development has a significant positive relationship with the Employees’ Intention to Stay.

A structural model as depicted in figure 7.1, with talent management practices namely talent strategizing, talent identification, talent attraction and talent development as exogenous variables and intention to stay as an endogenous variable was drawn and analysed using IBM AMOS software.





**Figure 7.1 Structural Model of Talent Management Practices and Intention to Stay**

Fit indices of the model depicted in the Table 7.1 are assessed to confirm the fit of the hypothesised model. The fit indices show that the values  $CMIN/DF = 2.217$ , the  $CFI = 0.975$ ,  $TLI = 0.973$ ,  $RMSEA = 0.042$ , and  $SRMR=0.023$ , fall in the recommended range of indices and indicate a good fit between the model and the observed data.

**Table 7.1 Fit indices of the Model relating Talent Management Practices and Intention to Stay**

Fit Indices	Criteria	Values
CMIN/DF	>3 (Kline, 2015)	2.217
TLI	> 0.95 (Hooper et al., 2008)	0.973
CFI	> 0.95 (Hooper et al., 2008)	0.975
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.042

Source: Results of Primary Data Analysis using AMOS

Further the results of hypothesis testing depicted in Table 7.2 were examined to establish the relationship between talent management practices and intention to stay of employees.

**Table 7.2 Results of Hypothesis Testing between Talent Management Practices and Intention to Stay**

Path			Standardised Estimates	S.E.	C.R.	P-value	R-Square
TS	→	IS	0.16	0.11	2.04	0.042	0.34
TA	→	IS	0.11	0.09	1.65	0.100	
TI	→	IS	0.15	0.09	2.08	0.037	
TD	→	IS	0.22	0.08	3.29	0.000	

Source: Results of Primary Data Analysis using AMOS

It was found that talent strategizing has a significant positive relationship of 0.16 ( $p = 0.042$ ), talent development has a positive relationship of 0.22 ( $p = 0.000$ ) and talent identification has a positive relationship of 0.15 ( $p = 0.037$ ) with employees' intention to stay. But talent attraction does not have any significant relationship with stay intention of employees ( $p = 0.10$ ). Hence hypotheses H1a, H1c, H1d are accepted and H1b is rejected. These practices of talent management together explain 34 per cent of intention to stay (R-square value= 0.34).

Employees' intention to stay increases with the when employees perceive more talent management practices namely talent strategizing, talent identification and talent development. Talent attraction focuses mainly on attracting the prospective employees in the external market and therefore does not yield benefits for the existing employees. This could be the reason why talent attraction does not influence intention to stay of employees. The results confirm the importance of talent management practices in enhancing the employee retention in the organisations.

## **7.2 Influence of Talent Management Practices on Talent Perception Congruence of Employees**

The influence of talent management practices on talent perception congruence of employees was established by assessing the relationship between each talent management practices namely talent strategizing, talent identification, talent attraction and talent development on talent perception congruence. The research hypothesis 'H2: Talent Management Practices have a significant positive relationship with Talent Perception Congruence' has been tested using the following hypotheses

- H2a: Talent Strategizing has a significant positive relationship with the Talent Perception Congruence of Employees.
- H2b: Talent Attraction has a significant positive relationship with the Talent Perception Congruence of Employees.
- H2c: Talent Identification has a significant positive relationship with Talent Perception Congruence of Employees.
- H2d: Talent Development has a significant positive relationship with the Talent Perception Congruence of Employees.

A structural model as depicted in figure 7.2 with talent strategizing, talent attraction, talent development and talent identification as exogenous variables and talent perception congruence as an endogenous variable was analysed.

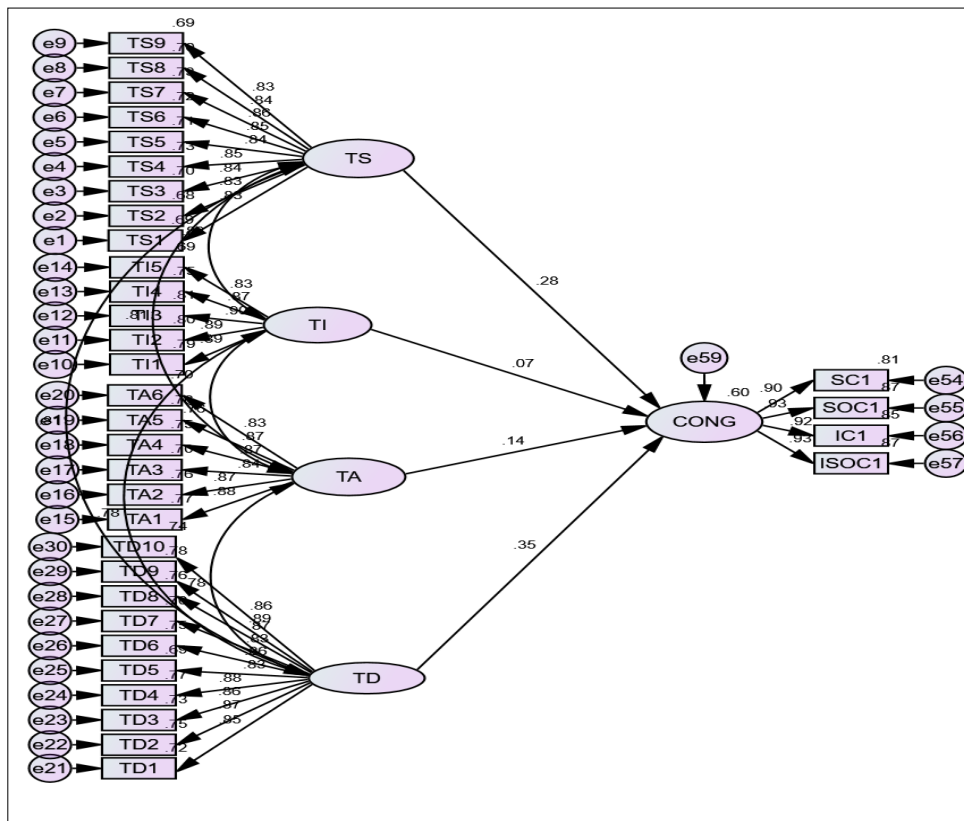


Figure 7.2 Structural Model of Talent Management Practices and Talent Perception Congruence

Fit indices of the model were checked to confirm the fit of the hypothesised model. The values of fit indices depicted in the Table 7.3, CMIN/DF= 2.355, the CFI = 0.973, TLI = 0.971, RMSEA = 0.044 and SRMR=0.023, falls in the recommended range and indicate a good model fit.

**Table 7.3 Fit Indices of the Model relating Talent Management Practices and Talent Perception Congruence**

Fit Indices	Criteria	Values
CMIN/DF	>3 (Kline, 2015)	2.355
TLI	> 0.95 (Hooper et al., 2008)	0.971
CFI	> 0.95 (Hooper et al., 2008)	0.973
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.044
Source: Results of Primary Data Analysis using AMOS		

*Source: Results of Primary Data Analysis using AMOS*

The results of hypothesis testing depicted in Table 7.4 reveals that talent strategizing has a significant positive relationship of 0.28 (p=.000), talent attraction has a positive relationship of 0.14 (p=.009) and talent development has a positive relationship of 0.35 (p=.000) with talent perception congruence of employees. Talent identification does not have any influence on talent perception congruence. Hence hypotheses H2a, H2b, H2d are accepted and H2c is rejected. These practices together predict 60 percent of talent perception congruence (R-square value= 0.60).

**Table 7.4 Results of Hypothesis Testing between Talent Management Practices and Talent Perception Congruence.**

Path	Standardised Estimates	S.E.	C.R.	p-value	R Square
TS → TPC	0.28	0.07	4.41	0.000	0.60
TA → TPC	0.14	0.05	2.63	0.009	
TI → TPC	0.07	0.06	1.19	0.232	
TD → TPC	0.35	0.06	6.49	0.000	

*Source: Results of Primary Data Analysis using AMOS*

Results indicate that when the perception of talent strategizing, talent attraction and talent development increases, the talent perception congruence of employees also increases. Organisations with higher talent strategizing practices have a well-defined competency framework in organisations, clarity in the definition of talent as well as formal recognition for the identified high potential employees. This ensures that employees develop self-image regarding talent status in accordance with the actual criteria of getting the status. So perceived talent status will be more consistent with the self-image of the employees. Similarly, objective methods for talent identification as well customised development opportunities also ensure more congruity in talent perceptions of employees.

### **7.3 Influence of Talent Management Practices on Organisational Justice**

Talent management practices include four sets of practices namely talent strategizing, talent identification, talent attraction and talent development, and organisational justice have four dimensions namely procedural justice, distributive justice, informational justice and interpersonal justice. The research hypothesis 'H3: Talent management practices have a significant positive relationship with Organisational Justice' is been tested using four sets of hypotheses. To understand the influence of talent management practices on organisational justice it is important to assess the relationship between each talent management practices on each dimension of organisational justice.

The influence of Talent Management Practices on Procedural Justice is tested using the following hypotheses.

- H3a: Talent Strategizing has a significant positive relationship with the Procedural Justice of Employees.
- H3b: Talent Attraction has a significant positive relationship with the Procedural Justice of Employees.
- H3d: Talent Identification has a significant positive relationship with Procedural Justice of Employees.
- H3c: Talent Development has a significant positive relationship with the Procedural Justice of Employees.

The relationship between Talent Management Practices and Distributive Justice is tested using the following hypotheses

- H3e: Talent Strategizing has a significant positive relationship with Distributive Justice of Employees.
- H3f: Talent Attraction has a significant positive relationship with Distributive Justice of Employees.
- H3g: Talent Identification has a significant positive relationship with Distributive Justice of Employees.
- H3h: Talent Development has a significant positive relationship with Distributive Justice of Employees.

The relationship between Talent Management Practices and Informational Justice is tested using the following hypotheses:

- H3i: Talent Strategizing has a significant positive relationship with Informational Justice of Employees.
- H3j: Talent Attraction has a significant positive relationship with Informational Justice of Employees.
- H3k: Talent Identification has a significant positive relationship with Informational Justice of Employees.
- H3l: Talent Development has a significant positive relationship with Informational Justice of Employees.

Finally, the influence of talent management practices on interpersonal justice is tested using the following hypotheses

- H3m: Talent Strategizing has a significant positive relationship with Interpersonal Justice of Employees.
- H3n: Talent Attraction has a significant positive relationship with Interpersonal Justice of Employees.
- H3o: Talent Identification has a significant positive relationship with Interpersonal Justice of Employees.
- H3p: Talent Development has a significant positive relationship with Interpersonal Justice of Employees.



A structural model is drawn as depicted figure 7.3 with talent strategizing, talent identification, talent attraction and talent development as exogenous variables and distributive justice, procedural justice, informational and interpersonal justice as endogenous variables were analysed.

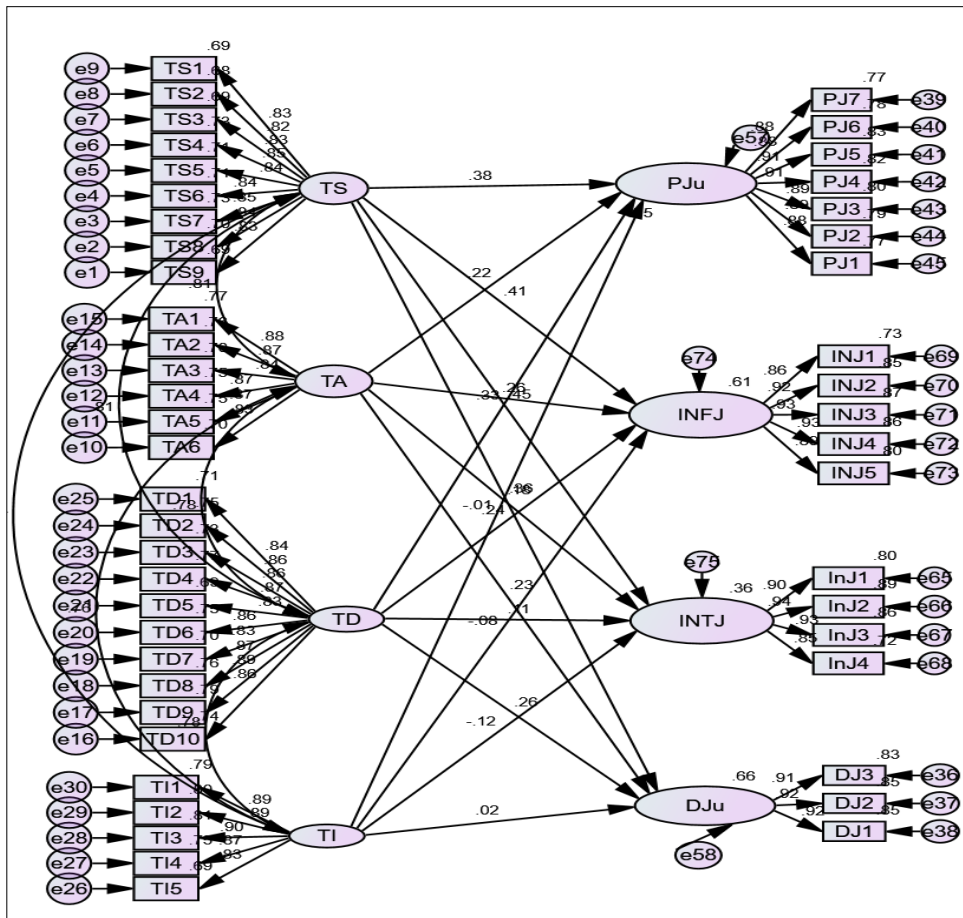


Figure 7.3 Structural Model of Talent Management Practices and Organisational Justice

Fit indices of the model analysed to confirm the fit of the hypothesised model with the data. The fit indices depicted in the Table 7.5, CMIN/DF = 2.413, CFI = 0.96, TLI = 0.958, RMSEA = 0.045 and SRMR=0.047, falls in the recommended range and indicate a good fit between the data and hypothesised model.

**Table 7.5 Fit Indices of the Model relating Talent Management Practices and Organisational Justice.**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.413
TLI	>0.95 (Hooper et al., 2008)	0.958
CFI	> 0.95 (Hooper et al., 2008)	0.960
SRMR	< 0.08 (Hu & Bentler, 1999)	0.047
RMSEA	< 0.07 (Steiger, 2007)	0.045

Results of hypothesis testing between practices of talent management and each dimension of organisational justice are depicted in Table 7.6. The results indicated that talent strategizing has a significant positive relationship of 0.40 ( $p=0.000$ ) on procedural justice perceptions of employees, talent attraction has a positive relationship of 0.220 ( $p=0.000$ ) and talent development has a positive relationship of 0.329 ( $p=0.000$ ), with an R square value of 0.74. But talent identification does not show any significant relationship with procedural justice perceptions. Hence hypotheses H3a, H3b, H3d are accepted and H3c is rejected

Similarly, talent strategizing, talent attraction and talent development has a significant positive relationship of 0.386 ( $p=0.000$ ), 0.254( $p=0.000$ ), and 0.262 ( $p=.000$ ) respectively with distributive justice perceptions and

has an R square value of 0.66. No significant relationship between talent identification and distributive justice perceptions was found. Hence hypotheses H3e, H3f, H3h are accepted and H3g is rejected.

**Table 7.6 Results of Hypothesis Testing between Talent Management Practices and Organisational Justice**

Path			Standardised Estimates	S.E.	C.R.	P value	R Square
TS	→	PJ	0.38	0.06	7.09	0.000	0.75
TA	→	PJ	0.22	0.05	5.09	0.000	
TI	→	PJ	-0.01	0.05	-0.12	0.907	
TD	→	PJ	0.33	0.05	7.47	0.000	
TS	→	DJ	0.37	0.07	5.91	0.000	0.66
TA	→	DJ	0.23	0.06	4.64	0.000	
TI	→	DJ	0.02	0.05	0.32	0.746	
TD	→	DJ	0.26	0.05	5.14	0.000	
TS	→	INFJ	0.41	0.07	6.37	0.000	0.61
TA	→	INFJ	0.26	0.06	4.98	0.000	
TI	→	INFJ	-0.08	0.06	-1.51	0.131	
TD	→	INFJ	0.24	0.05	4.47	0.000	
TS	→	INTJ	0.45	0.08	5.59	0.000	0.36
TA	→	INTJ	0.18	0.06	2.77	0.006	
TI	→	INTJ	-0.12	0.06	-1.69	0.091	
TD	→	INTJ	0.11	0.06	1.65	0.099	

*Source: Results of Primary Data Analysis using AMOS*

From the results, it is also evident that talent strategizing, talent attraction and talent development has a significant positive relationship of 0.414 (p=0.000), 0.261(p=0.000), and 0.236 (p=0.000) respectively with informational justice perceptions and has an R square value of 0.61. Again

it was found that no significant relationship exists between Talent identification and informational justice perceptions. Hence hypotheses H3i, H3j, H3l are accepted and H3k is rejected.

It was also found that significant positive relationship of 0.45 ( $p=0.000$ ) exists between talent strategizing and interpersonal justice, and a positive relationship of 0.18 ( $p=0.006$ ) exists between talent attraction and interpersonal justice. Talent strategizing and talent attraction together contribute the R-square value of 0.36 in predicting interpersonal justice. But no significant relationship exists between talent development as well as talent identification with interpersonal justice. Hence hypotheses H3m, H3n are accepted and H3o and H3p are rejected.

Results indicate that employees perceiving more talent strategizing and talent attraction in organisations may also perceive more fairness in procedures, outcomes, information and interpersonal dealings related to talent management of the organisations. Talent development enhances perceptions of all justice dimensions other than fairness in interpersonal dealings. Talent identification does not evoke any justice perceptions related to talent management in organisations.

#### **7.4 Summary**

The following Table 7.7 summarises the results of hypothesis testing establishing the influence of talent management practices on employees' intention to stay, organisational justice dimensions and talent perception congruence.

**Table 7.7 Summary of Hypothesis Testing Results**

		<b>Results</b>
<b><i>Influence of Talent Management Practices on Employees' Intention to Stay</i></b>		
H1a:	Talent Strategizing has a significant positive relationship with Employees' Intention to Stay in organisations	Accepted
H1b:	Talent Attraction has a significant positive relationship with Employees' Intention to Stay in organisations.	Rejected
H1c:	Talent Identification has a significant positive relationship with Employees' Intention to Stay in organisations.	Accepted
H1d:	Talent Development has a significant positive relationship with Employees' Intention to Stay in organisations.	Accepted
<b><i>Influence of Talent Management Practices on Talent Perception Congruence</i></b>		
H2a:	Talent Strategizing has a significant positive relationship with Talent Perception Congruence of Employees.	Accepted
H2b:	Talent Attraction has a significant positive relationship with talent Perception Congruence of Employees.	Accepted
H2c:	Talent Identification has a significant positive relationship with Talent Perception Congruence of Employees.	Rejected
H2d:	Talent Development has a significant positive relationship with Talent Perception Congruence of Employees.	Accepted
<b><i>Influence of Talent Management Practices on Procedural Justice</i></b>		
H3a:	Talent Strategizing has a significant positive relationship with Procedural Justice of Employees.	Accepted
H3b:	Talent Attraction has a significant positive relationship with Procedural Justice of Employees.	Accepted
H3c:	Talent Identification has a significant positive relationship with Procedural Justice of Employees.	Rejected
H3d:	Talent Development has a significant positive relationship with Procedural Justice of Employees.	Accepted

<b><i>Influence of Talent Management Practices on Distributive Justice</i></b>		
H3e:	Talent Strategizing has a significant positive relationship with Distributive Justice of Employees.	Accepted
H3f:	Talent Attraction has a significant positive relationship with Distributive Justice of Employees.	Accepted
H3g:	Talent Identification has a significant positive relationship with Distributive Justice of Employees.	Rejected
H3h:	Talent Development has a significant positive relationship with Distributive Justice of Employees.	Accepted
<b><i>Influence of Talent Management Practices on Informational Justice</i></b>		
H3i:	Talent Strategizing has a significant positive relationship with Informational Justice of Employees.	Accepted
H3j:	Talent Attraction has a significant positive relationship with Informational Justice of Employees.	Accepted
H3k:	Talent Identification has a significant positive relationship with Informational Justice of Employees.	Rejected
H3l:	Talent Development has a significant positive relationship with Informational Justice of Employees.	Accepted
<b><i>Influence of Talent Management Practices on Interpersonal Justice</i></b>		
H3m:	Talent Strategizing has a significant positive relationship with Interpersonal Justice of Employees.	Accepted
H3n:	Talent Attraction has a significant positive relationship with Interpersonal Justice of Employees.	Accepted
H3o:	Talent Identification has a significant positive relationship with Interpersonal Justice of Employees.	Rejected
H3p:	Talent Development has a significant positive relationship with Interpersonal Justice of Employees.	Rejected

It was found that talent strategizing, talent attraction and talent development has a positive relationship with intention to stay and talent perception congruence. But talent identification does not have a significant

relationship with both intentions to stay and talent perception congruence of employees. Results indicate that when the perception of talent strategizing, talent attraction and talent development increases, the talent perception congruence of employees also increases. It is the perception of talent development that has more influence on the congruity of talent perceptions of employees.

When the perception of talent strategizing and talent attraction increases, employees perceive more organisational justice namely procedural justice, distributive justice, informational justice and interpersonal justice in talent management practices of the organisations. Perception of talent development may enhance the procedural justice, distributive justice, informational justice perceptions of employees regarding talent management. Talent identification does not evoke any justice perceptions related to talent management in organisations.

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**ROLE OF TALENT PERCEPTION CONGRUENCE AND ORGANISATIONAL JUSTICE IN THE RELATIONSHIP BETWEEN TALENT MANAGEMENT PRACTICES AND INTENTION TO STAY**

**Contents**

- 8.1 *Overview of the Mediation Analysis*
- 8.2 *Mediating Role of Talent Perception Congruence*
- 8.3 *Mediating Role of Organisational Justice*
- 8.4 *Summary of Mediation Analysis*
- 8.5 *Validation of the Proposed Model of the Study*

This chapter explains how the sixth and seventh objectives of the study to establish the mediating role of talent perception congruence as well as organisational justice dimensions in the relationship between talent management practices and employees' intention to stay in it companies' has been achieved. The chapter also discusses the final objective of study that statistically tests the proposed model establishing the relationship of talent management on employees' intention to stay with the mediating effect of the talent perception congruence and organisational justice.

**8.1 Overview of the Mediation Analysis**

The present study used the structural equation model in IBM AMOS 23 for meditational analyses as it more advantageous over hierarchical

regression (Cheung & Lau, 2008). In order gain better understanding, the influence of the mediating variable namely talent perception congruence as well as organisational justice dimensions on the intention to stay is carried out prior to analysing the mediation model. The relationship between talent management practices and the mediating variables as well as the dependent variable has been detailed in the previous chapter.

According to Lyytinen & Gaskin (2012) the testing of the mediational effect depends on the type of indirect effect and therefore the absence of a direct relationship between independent variable and dependent variable may not consider as the lack of mediated effect. Three situations may prevail in mediational effect, which includes the presence of an indirect effect, the presence of full mediation, and presence of partial mediation. The mediational analysis in the present study also checks for the situation prevailing in the presence of the mediator.

The bootstrapping method which has the higher power and better control over type 1 error is employed. A bootstrap approximation with 1000 iterations yielded a bias correct confidence interval at 95 per cent. The p-value less than 0.05 and the absence of zero in the lower and upper bounds of the confidence interval were used to confirm the significant indirect effect.

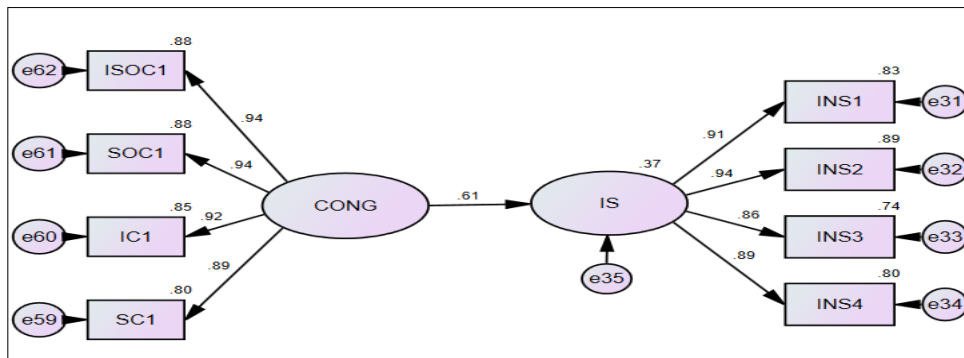
## **8.2 Mediating Role of Talent Perception Congruence**

Before establishing the mediation, the influence of talent perception congruence on intention to stay of employees was ascertained. The testing of a simple mediation model with talent perception congruence in the

relationship between talent management practices and intention to stay was drawn and tested.

### 8.2.1 Influence of Talent Perception Congruence on Employees' Intention to Stay

The influence of talent perception congruence on the intention to stay is tested using the structural model drawn with talent perception congruence as an exogenous variable and intention to stay as endogenous variable as depicted in figure 8.1.



**Figure 8.1 Structural Model relating Talent Perception Congruence and Intention to Stay.**

Fit indices of the model depicted in the table 8.1 were analysed to confirm the fit of the hypothesised model with the data. The fit indices CMIN/DF = 3.911, CFI = 0.981, TLI = 0.979, RMSEA = 0.09 and SRMR=0.019. Even though the CMIN/DF and RMSEA is slightly on a higher side than the recommended value, rest of fit indices falls within the recommended range which indicates an acceptable fit of the model.

**Table 8.1 Fit Indices of the Model relating Talent Perception Congruence and Intention to Stay.**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	3.911
TLI	>0.95 (Hooper et al., 2008)	0.979
CFI	>0.95 (Hooper et al., 2008)	0.982
SRMR	<0.08 (Hu & Bentler, 1999)	0.019
RMSEA	< 0.07 (Steiger, 2007)	0.09

Source: Results of Primary Data Analysis using AMOS

The regression values of the relationship between talent perception congruence and intention to stay depicted in table 8.2, indicated that talent perception congruence has a significant positive influence on intention to stay with a value of 0.61 ( $p=0.000$ ) and predicts intention to stay with an R square value of 0.37.

**Table 8.2 Regression Values of the Influence of Talent Perception Congruence on Intention to Stay**

Path			Standardised Estimates	S.E.	C.R.	P-value	R-Square
TPC	→	IS	0.61	0.04	17.14	0.000	0.37

Source: Results of Primary Data Analysis using AMOS

Results indicate that employees perceiving more congruity in their talent perceptions have more intention to stay back in the organisation they presently work. Employees who believe that the talent status in the organisation is consistent with their self-image may feel more intention to stay back in the organisation. This result highlights the importance of talent perception congruence in the context of talent management in determining the retention of employees.

### **8.2.2 Mediating Role of Talent Perception Congruence in the Relationship between Talent Management Practices and Intention to Stay**

The mediation role of talent perception congruence in the relationship between talent management practices and intention to stay' was established by assessing the mediating role in the relationship between each talent management practices namely talent strategizing, talent identification, talent attraction, and talent development and intention to stay. The research hypothesis 'H4: Talent perception congruence mediates the relationship between talent management practices and employees' intention to stay' has been tested using the following hypotheses

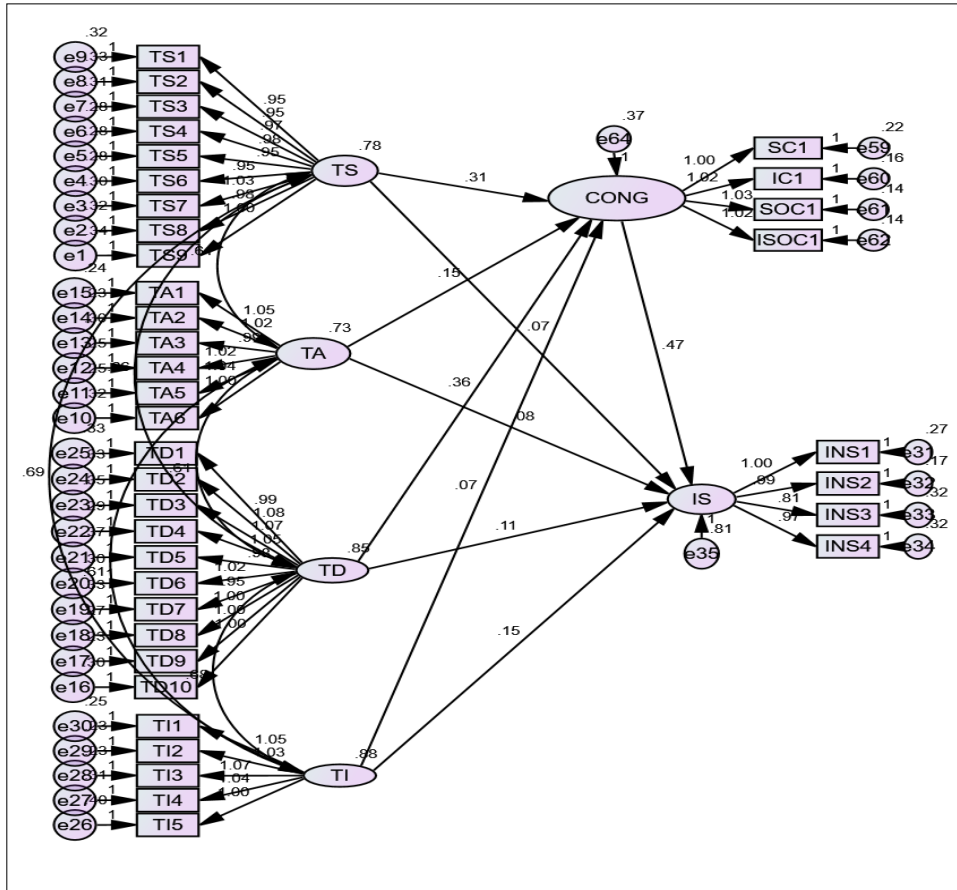
H4a: Talent Perception Congruence mediates the relationship between Talent Strategizing and Employees' Intention to Stay

H4b: Talent Perception Congruence mediates the relationship between Talent Attraction and Employees' Intention to Stay

H4c: Talent Perception Congruence mediates the relationship between Talent Identification and Employees' Intention to Stay

H4d: Talent Perception Congruence mediates the relationship between Talent Development and Employees' Intention to Stay

The structural model with each talent management practices as exogenous variables, intention to stay and talent perception congruence as endogenous variables was drawn and tested as depicted figure 8.2



**Figure 8.2 Structural Model relating Talent Management Practices, Talent Perception Congruence and Intention to Stay.**

Fit indices of the model analysed to confirm the fit of the hypothesised model with the data. The fit indices depicted in the table 8.3 shows that the values of CMIM/DF = 2.174, CFI = 0.974, TLI = 0.973, RMSEA = 0.042 and SRMR = 0.023 fall within the recommended range, indicating a good fit between the model and the observed data.

**Table 8.3 Fit Indices of the Meditational Model of Talent Perception Congruence**

<b>Fit Indices</b>	<b>Criteria</b>	<b>Values</b>
CMIN/DF	<3 (Kline, 2015)	2.174
TLI	> 0.95 (Hooper et al., 2008)	0.973
CFI	> 0.95 (Hooper et al., 2008)	0.974
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.041
Source: Results of Primary Data Analysis using AMOS		

Source: Results of Primary Data Analysis using AMOS

Results of the meditational analysis of talent perception congruence between talent management and intention to stay are depicted in table 8.4. The indirect effect is the influence that the independent variables exert on the dependent variable through the mediating variable. The p-value and values of the lower and upper bounds in the 95 per cent confidence interval were checked to assess the significant indirect effect in the relationships.

The results showed that a significant indirect effect through talent perception congruence exists between talent strategizing, talent attraction and talent development on intention to stay with an effect size of 0.11 (p=0.001), 0.05 (p=0.007), and 0.13 (p=0.001), respectively. No indirect effect was found between talent identification and intention to stay (p=0.230). The indirect effect of relationships was further explored to whether it is full mediation, partial mediation or just indirect effect.

**Table 8.4 Results of the Meditational Analysis of Talent Perception Congruence between Talent Management Practices and Intention to Stay**

	Coefficient	SE	p-value	BC Bootstrap 95 per cent Confidence Interval	
				Lower	Upper
<b>Total Effect of Talent Management Practices on Intention to Stay</b>					
Talent Strategizing	0.16	0.11	0.042	0.03	0.29
Talent Attraction	0.11	0.09	0.100	-0.003	0.22
Talent Identification	0.15	0.09	0.037	0.03	0.26
Talent Development	0.22	0.08	0.000	0.10	0.32
<b>Direct Effect of Talent Management Practices on Intention to Stay in the Presence of Talent Perception Congruence</b>					
Talent Strategizing	0.05	0.08	0.501	-0.09	0.17
Talent Attraction	0.06	0.07	0.382	-0.05	0.17
Talent Identification	0.12	0.07	0.080	0.01	0.19
Talent Development	0.09	0.07	0.210	-0.03	0.24
<b>Indirect Effect of Talent Management Practices on Intention to Stay through Talent Perception Congruence</b>					
Talent Strategizing	0.11	0.04	0.001	0.07	0.16
Talent Attraction	0.05	0.03	0.007	0.02	0.09
Talent Identification	0.03	0.03	0.230	-0.01	0.06
Talent Development	0.13	0.03	0.001	0.09	0.18
<b>Model R<sup>2</sup></b>	<b>0.40</b>				

Source: Results of Primary Data Analysis using AMOS

The relationship between talent strategizing and talent development was significant before adding the talent perception congruence as mediator. But in the presence of talent perception congruence, the direct effect of talent management practices on intention to stay became insignificant ( $p = 0.501$  and  $p = 0.210$ ). This indicates a full mediation between talent



strategizing as well as talent development and intention to stay, through talent perception congruence. No relationship existed between talent attraction and intention to stay before adding the talent perception congruence as mediator. But in the presence of talent perception congruence, a significant indirect effect was developed between talent attraction and intention to stay. Even though there existed a significant relationship between talent identification and employees' intention to stay, no significant indirect effect was found between talent identification and intention to stay through talent perception congruence. Hence hypothesis H5a, H5b, and H5d are accepted, whereas and H5c is rejected. This simple mediation model predicts 40 per cent of employees' intention to stay.

The results imply that higher perception of talent strategizing and talent development influences intention to stay through talent perception congruence. Employees who perceive higher talent strategizing and development in the organisation may feel higher congruence in talent perception, leading to increased intention to stay in the organisation. At the same time, perceptions of talent attraction do not have a direct role in influencing intention to stay of employees. But employees' perception of talent attraction is capable of increasing talent perception congruity which may ultimately enhance stay intentions of employees.

### **8.3 Mediating Role of Organisational Justice**

Prior to establishing the mediation effect, the direct influence of organisational justice on intention to stay of employees was ascertained. The mediation effect of organisation justice was tested using simple mediation model of each justice dimensions namely distributive justice,

procedural justice, informational and interpersonal justice between talent management practices and employees' intention to stay.

### 8.3.1 Influence of Organisational Justice on Employee's Intention to Stay

The influence of organisational justice dimensions on the intention to stay is tested using the structural model drawn with distributive justice, procedural justice, informational and interpersonal justice as exogenous variables and intention to stay as endogenous variable as depicted in figure 8.3.

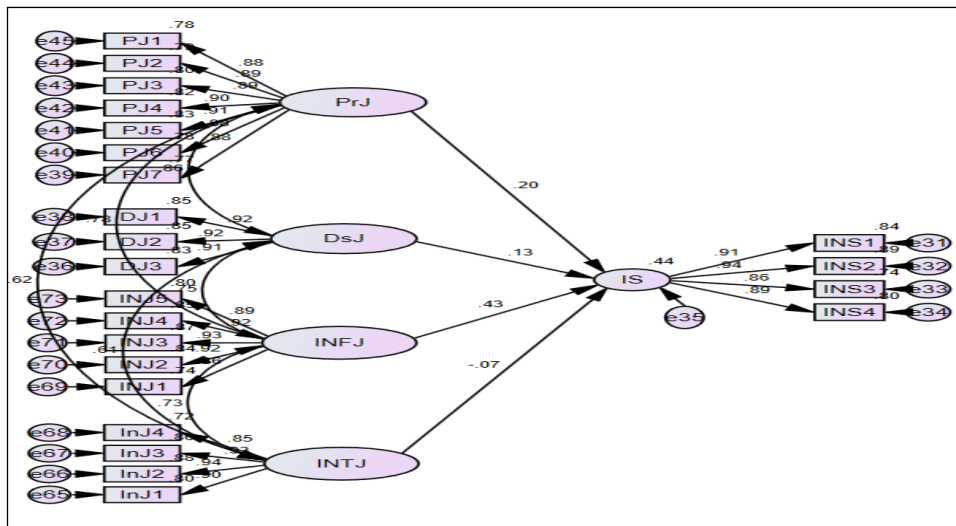


Figure 8.3 Structural Model depicting Relationship between Organisational Justice and Intention to Stay

The fit indices depicted in the table 8.5 is analysed to establish data fit to the hypothesised model. The indices CMIN/DF = 2.571, CFI = 0.981, the TLI = 0.979, RMSEA = 0.047 and SRMR=0.023, falls in the recommended range and indicate a good model fit.

**Table 8.5 Fit Indices of the Model relating Organisational Justice and Intention to Stay.**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.571
TLI	> 0.95 (Hooper et al., 2008)	0.979
CFI	> 0.95 (Hooper et al., 2008)	0.981
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.047

*Source: Results of Primary Data Analysis using AMOS*

To ascertain the influence of organisational justice on employees' intention to stay, the regression values depicted in table 8.6 were analysed. Results denoted that procedural justice and informational justice perceptions have a significant positive relationship on intention to stay with a regression value of 0.20 ( $p = 0.006$ ) and 0.42 ( $p = 0.000$ ) respectively and contributing an R-square value of 0.44 in predicting stay intentions. Distributive justice and interpersonal justice perceptions do not any significant relationship with intention to stay of employees.

**Table 8.6 Regression Values of the Influence of Organisational Justice on Intention to Stay**

Path	Standardised Estimates	S.E.	C.R.	p-value	R-Square
PJ → IS	0.20	0.09	2.74	0.006	0.44
DJ → IS	0.13	0.09	1.86	0.063	
INFJ → IS	0.42	0.08	6.93	0.000	
INTJ → IS	-0.07	0.07	-1.49	0.137	

*Source: Results of Primary Data Analysis using AMOS*

Employees are clear that only talented employees will be benefited from talent management practices. So more than outcomes of talent management, how and why certain employees are selected over the rest of the employees will determine employees' intention to stay. That could be the reason why only fairness in procedures and information of talent management could significantly influence the intention to stay of employees, and not fairness in outcomes and interpersonal dealings.

### **8.3.1 Mediating Role of Distributive Justice between Talent Management Practices and Intention to Stay**

The mediation role of distributive justice in the relationship between talent management practices and intention to stay' was established by assessing the mediating role in the relationship between each talent management practices namely talent strategizing, talent identification, talent attraction, and talent development and intention to stay. The research hypothesis 'H5: distributive justice mediates the relationship between talent management practices and employees' intention to stay' has been tested using the following hypotheses

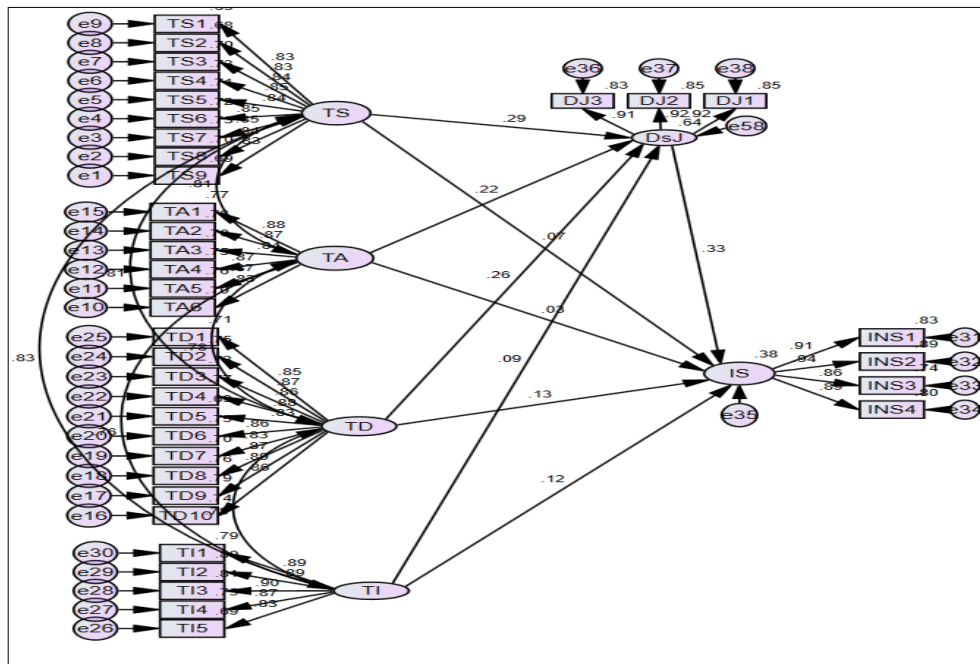
H5a: Distributive Justice mediates the relationship between Talent Strategizing and Employees' Intention to Stay.

H5b: Distributive Justice mediates the relationship between Talent Attraction and Employees' Intention to Stay.

H5c: Distributive Justice mediates the relationship between Talent Identification and Employees' Intention to Stay.

H5d: Distributive Justice mediates the relationship between Talent Development and Employees' Intention to Stay.

The structural model with each talent management practices as exogenous variables, intention to stay and distributive justice as endogenous variables was drawn and tested as depicted figure 8.4



**Figure 8.4 Structural Model relating Talent Management Practices, Distributive Justice and Intention to Stay**

The fit indices of the model depicted in the table 8.7, is assessed to confirm the fit of the hypothesised model with the data which includes the CMIN/DF = 2.073, CFI = 0.975, the TLI = 0.975, RMSEA = 0.039 and SRMR=0.022. These values fall within the recommended range indicating a good fit between the model and the observed data.

**Table 8.7 Fit Indices of the Meditational Model of Distributive Justice**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.073
TLI	> 0.95 (Hooper et al., 2008)	0.975
CFI	> 0.95 (Hooper et al., 2008)	0.975
SRMR	< 0.08 (Hu & Bentler, 1999)	0.022
RMSEA	< 0.07 (Steiger, 2007)	0.039

*Source: Results of Primary Data Analysis using AMOS*

Results of the meditational analysis of distributive justice between talent management practices and intention to stay are depicted in table 8.8. The results showed that a significant indirect effect exists between talent strategizing, talent attraction and talent development on intention to stay through distributive justice with an effect size of 0.10 ( $p=0.001$ ), 0.07 ( $p=0.001$ ), and 0.09 ( $p=0.000$ ) respectively. No significant indirect effect was found between talent identification and intention to stay through distributive justice ( $p=0.230$ ).

The relationship between talent strategizing and talent development was significant before adding the distributive justice as mediator. But in the presence of distributive justice, the direct effect of talent strategizing and talent development on intention to stay became insignificant ( $p = 0.39$  and  $p= 0.052$ ). This indicates a full mediation between talent strategizing as well as talent development and intention to stay, through distributive justice. Even though no relationship existed between talent attraction and intention to stay, in the presence of distributive justice a significant indirect effect was developed. Hence hypothesis H5a, H5b, and H5d are accepted, whereas and H5c is rejected. This simple mediation model predicts 38 per cent of employees' intention to stay.

**Table 8.8 Results of the Meditational Analysis of Distributive Justice in the relationship between Talent Management Practices and Intention to Stay**

	Coefficient	SE	P value	BC Bootstrap 95 % CI	
				Lower	Upper
<b>Total effect of Talent Management Practices on Intention to Stay</b>					
Talent Strategizing	0.16	0.11	0.042	0.03	0.29
Talent Attraction	0.11	0.09	0.100	-0.003	0.22
Talent Identification	0.15	0.09	0.037	0.03	0.26
Talent Development	0.22	0.08	0.000	0.10	0.32
<b>Direct Effect of Talent Management Practices on Intention to Stay in the Presence of Distributive Justice</b>					
Talent Strategizing	0.07	0.08	0.399	-0.09	0.23
Talent Attraction	0.04	0.06	0.582	-0.09	0.16
Talent Identification	0.12	0.07	0.098	-0.03	0.25
Talent Development	0.13	0.07	0.052	-0.01	0.26
<b>Indirect Effect of Talent Management Practices on Intention to Stay through Distributive Justice</b>					
Talent strategizing	0.10	0.04	0.001	0.05	0.16
Talent Attraction	0.07	0.03	0.001	0.04	0.12
Talent Identification	0.03	0.02	0.093	-0.05	0.07
Talent Development	0.09	0.03	0.000	0.05	0.14
<b>Model R<sup>2</sup></b>	<b>0.38</b>				

Source: Results of Primary Data Analysis using AMOS

The results imply that employees who perceive higher talent strategizing and talent development in the organisation may feel higher distributive justice, leading to increased intention to stay in organisations. At the same time, the perception of talent attraction does not have a direct role in influencing intention to stay of employees, but it is capable of increasing distributive justice which may ultimately enhance stay intentions of employees.

### **8.3.2 Mediating Role of Procedural Justice between Talent Management Practices and Intention to Stay**

The mediation role of procedural justice in the relationship between talent management practices and intention to stay was established by assessing the mediating role of procedural justice between each talent management practices namely talent strategizing, talent identification, talent attraction, and talent development and intention to stay. The research hypothesis ‘H6: Procedural justice mediates the relationship between Talent Management Practices and Employees’ Intention to Stay’ has been tested using the following hypotheses.

H6a: Procedural Justice mediates the relationship between Talent Strategizing and Employees’ Intention to Stay

H6b: Procedural Justice mediates the relationship between Talent Attraction and Employees’ Intention to Stay

H6c: Procedural Justice mediates the relationship between Talent Identification and Employees’ Intention to Stay

H6d: Procedural Justice mediates the relationship between Talent Development and Employees’ Intention to Stay

The structural model, depicted in figure 8.5 with talent management practices as an exogenous variable, intention to stay and procedural justice as endogenous variables was drawn and tested.



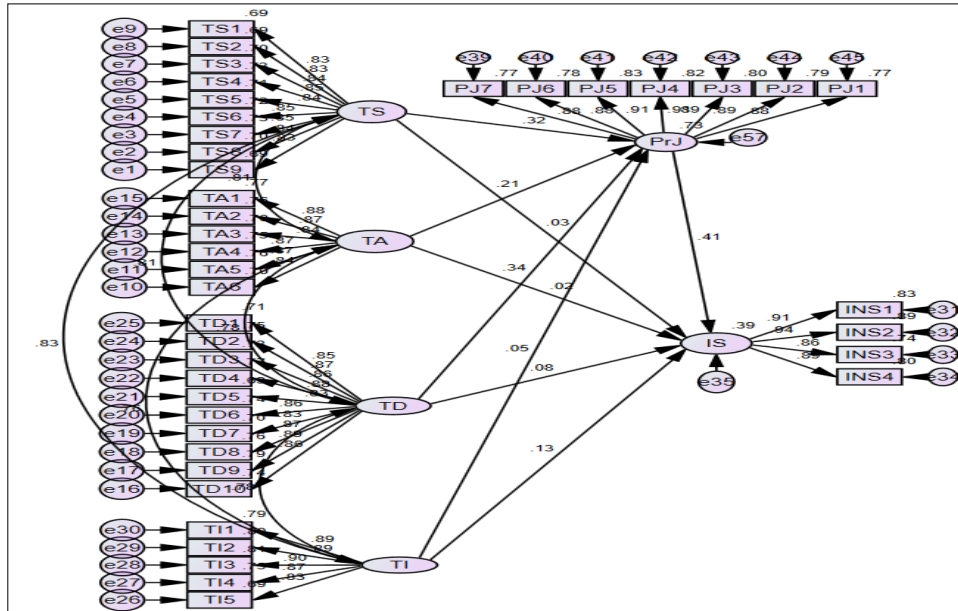


Figure 8.5 Structural Model relating Talent Management Practices, Procedural Justice and Intention to Stay.

Fit indices of the model depicted in Table 8.9 were checked to confirm the fit of the hypothesised model with the data. The values of CMIN/DF = 2.174, CFI = 0.975, TLI = 0.973, RMSEA = 0.038 and SRMR=0.022 fall within the recommended range indicating a good fit between the model and the observed data.

Table 8.9 Fit Indices of the Meditational Model of Procedural Justice

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.174
TLI	> 0.95 (Hooper et al., 2008)	0.973
CFI	> 0.95 (Hooper et al., 2008)	0.975
SRMR	< 0.08 (Hu & Bentler, 1999)	0.022
RMSEA	< 0.07 (Steiger, 2007)	0.038

Source: Results of Primary Data Analysis using AMOS

Results of the mediational analysis of procedural justice between talent management practices and intention to stay are depicted in Table 8.10. The results showed that a significant indirect effect exists between talent strategizing, talent attraction and talent development on intention to stay through procedural justice with an effect size of 0.13 ( $p=0.001$ ), 0.05 ( $p=0.001$ ), and 0.14 ( $p=0.001$ ) respectively. No significant indirect effect was found between talent identification and intention to stay through procedural justice ( $p=0.273$ ).

Before adding the procedural justice as a mediator, the relationship between talent strategizing and talent development with employees' intention to stay was significant. But in the presence of procedural justice, the direct effect of talent strategizing and talent development on intention to stay became insignificant ( $p = 0.67$  and  $p= 0.22$ ), which indicates a full mediation of procedural justice between talent strategizing as well as talent development and intention to stay. No relationship existed between talent attraction and intention to stay, but in the presence of procedural justice, a significant indirect effect was developed. Hence hypothesis H6a, H6b, and H6d are accepted, whereas and H6c is rejected. The mediation model predicts 39 per cent of employees' intention to stay.

**Table 8.10 Results of the Meditational Analysis of Procedural Justice between Talent Management Practices and Intention to Stay**

	Coefficient	SE	P value	BC Bootstrap 95 per cent CI	
				Lower	Upper
<b>Total Effect of Talent Management Practices on Intention to Stay</b>					
Talent Strategizing	0.16	0.11	0.042	0.03	0.29
Talent Attraction	0.11	0.09	0.100	-0.003	0.22
Talent Identification	0.15	0.09	0.037	0.03	0.26
Talent Development	0.22	0.08	0.000	0.10	0.32
<b>Direct Effect of Talent Management Practices on Intention to Stay in the Presence of Procedural Justice</b>					
Talent Strategizing	0.03	0.08	0.67	-0.13	0.19
Talent Attraction	0.02	0.07	0.75	-0.11	0.15
Talent Identification	0.13	0.07	0.06	-0.01	0.26
Talent Development	0.08	0.07	0.22	-0.05	0.22
<b>Indirect effect of Talent Management Practices on Intention to Stay through Procedural Justice</b>					
Talent Strategizing	0.13	0.03	0.001	0.08	0.20
Talent Attraction	0.05	0.02	0.001	0.05	0.14
Talent Identification	0.02	0.02	0.273	-0.02	0.06
Talent Development	0.14	0.03	0.001	0.09	0.19
<b>Model R<sup>2</sup></b>	<b>0.39</b>				

*Source: Results of Primary Data Analysis using AMOS*

The results imply that increase in the perception of talent strategizing and talent development in the organisation may result in higher procedural justice, leading to increased intention to stay in organisations. Even though the perception of talent attraction does not have a direct role in influencing intention to stay of employees, but it is capable of increasing procedural justice perception which may ultimately enhance stay intentions of employees.

### **8.3.3 Mediating Role of Informational Justice between Talent Management Practices and Intention to Stay**

The mediation role of informational justice in the relationship between talent management practices and intention to stay was established by assessing the mediating role of informational justice between each talent management practices namely talent strategizing, talent identification, talent attraction, and talent development and intention to stay. The research hypothesis ‘H7: Informational Justice mediates the relationship Between Talent Management Practices and Employees’ Intention to Stay’ has been tested using the following hypotheses.

H7a: Informational Justice mediates the relationship between Talent Strategizing and Employees’ Intention to Stay

H7b: Informational Justice mediates the relationship between Talent Attraction and Employees’ Intention to Stay

H7c: Informational Justice mediates the relationship between Talent Identification and Employees’ Intention to Stay

H7d: Informational Justice mediates the relationship between Talent Development and Employees’ Intention to Stay

The structural model with talent management practices as exogenous variable, intention to stay and informational justice as endogenous variables depicted in figure 8.6 was drawn and tested.

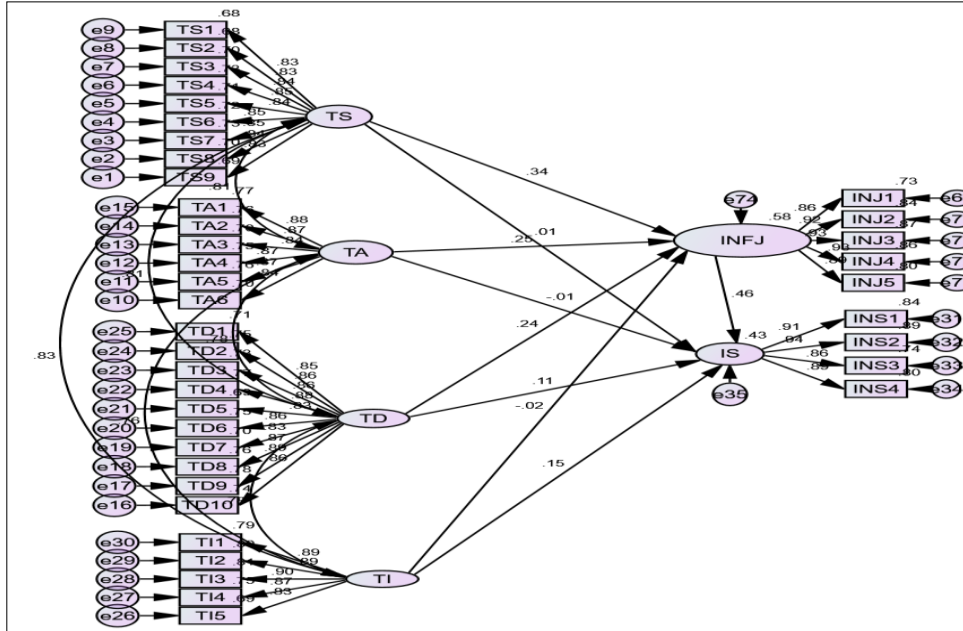


Figure 8.6 Structural model relating Talent Management Practices, Informational Justice and Intention to Stay

Fit indices of the model in the Table 8.11 was analysed to confirm the fit of the hypothesised model with the data, shows that the CMIN/DF = 2.073, CFI = 0.975, TLI = 0.973, RMSEA = 0.039 and SRMR=0.023. These values fall within the recommended range indicating a good fit between the model and the observed data.

Table 8.11 Fit Indices of the Informational Justice

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.073
TLI	> 0.95 (Hooper et al., 2008)	0.953
CFI	> 0.95 (Hooper et al., 2008)	0.975
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.039

Source: Results of Primary Data Analysis using AMOS

Results of the mediational analysis of informational justice between talent management practices and intention to stay are depicted in Table 8.12. The results showed that a significant indirect effect exists between talent strategizing, talent attraction and talent development on intention to stay through informational justice with an effect size of 0.16 ( $p=0.001$ ), 0.12 ( $p=0.001$ ), and 0.11 ( $p=0.000$ ) respectively. No significant indirect effect was found between talent identification and intention to stay through informational justice ( $p=0.093$ ).

Before adding the informational justice as a mediator, the relationship between talent strategizing and talent development with employees' intention to stay was significant. But in the presence of informational justice, the direct effect of talent strategizing and talent development on intention to stay became insignificant ( $p = 0.95$  and  $p= 0.12$ ), which indicates a full mediation of informational justice between talent strategizing as well as talent development and intention to stay. No relationship existed between talent attraction and intention to stay, but in the presence of informational justice, a significant indirect effect was developed. Hence hypothesis H7a, H7b, and H7d are accepted, whereas H7c is rejected. The mediation model predicts 43 per cent of employees' intention to stay.

**Table 8.12 Results of the Meditational Analysis of Informational Justice between Talent Management Practices and Intention to Stay**

	Coefficient	SE	P value	BC Bootstrap 95 % CI	
				Lower	Upper
<b>Total Effect of Talent Management Practices on Intention to Stay</b>					
Talent Strategizing	0.16	0.11	0.042	0.03	0.29
Talent Attraction	0.11	0.09	0.100	-0.003	0.22
Talent Identification	0.15	0.09	0.037	0.03	0.26
Talent Development	0.22	0.08	0.000	0.10	0.32
<b>Direct Effect of Talent Management Practices on Intention to Stay in the presence of Informational Justice</b>					
Talent Strategizing	0.01	0.08	0.95	-0.16	0.15
Talent Attraction	-0.01	0.07	0.89	-0.14	0.12
Talent Identification	0.15	0.07	0.03	0.02	0.28
Talent Development	0.11	0.06	0.12	-0.03	0.22
<b>Indirect Effect of Talent Management Practices on Intention to Stay through Informational Justice</b>					
Talent Strategizing	0.16	0.04	0.001	0.09	0.23
Talent Attraction	0.12	0.03	0.001	0.07	0.18
Talent Identification	-0.01	0.77	0.093	-0.06	0.04
Talent Development	0.11	0.03	0.000	0.06	0.17
<b>Model R<sup>2</sup></b>	<b>0.43</b>				

*Source: Results of Primary Data Analysis using AMOS*

The results imply that increase in perceived levels of talent strategizing and talent development in the organisation may result in higher justice in information leading to increased intention to stay in organisations. Even though the perception of talent attraction does not have a direct role in influencing intention to stay of employees, but it is capable of increasing informational justice perception regarding talent management which may ultimately enhance stay intentions of employees.

#### **8.3.4 Mediating Role of Interpersonal Justice between Talent Management Practices and Intention to Stay**

The mediation role of interpersonal justice in the relationship between talent management practices and intention to stay was established by assessing the mediating role in the relationship between each talent management practices namely talent strategizing, talent identification, talent attraction, and talent development and intention to stay. The research hypothesis ‘H8: Interpersonal Justice mediates the relationship between Talent Management Practices and Employees’ Intention to Stay’ has been tested using the following hypotheses

H8a: Interpersonal Justice mediates the relationship between Talent Strategizing and Employees’ Intention to Stay

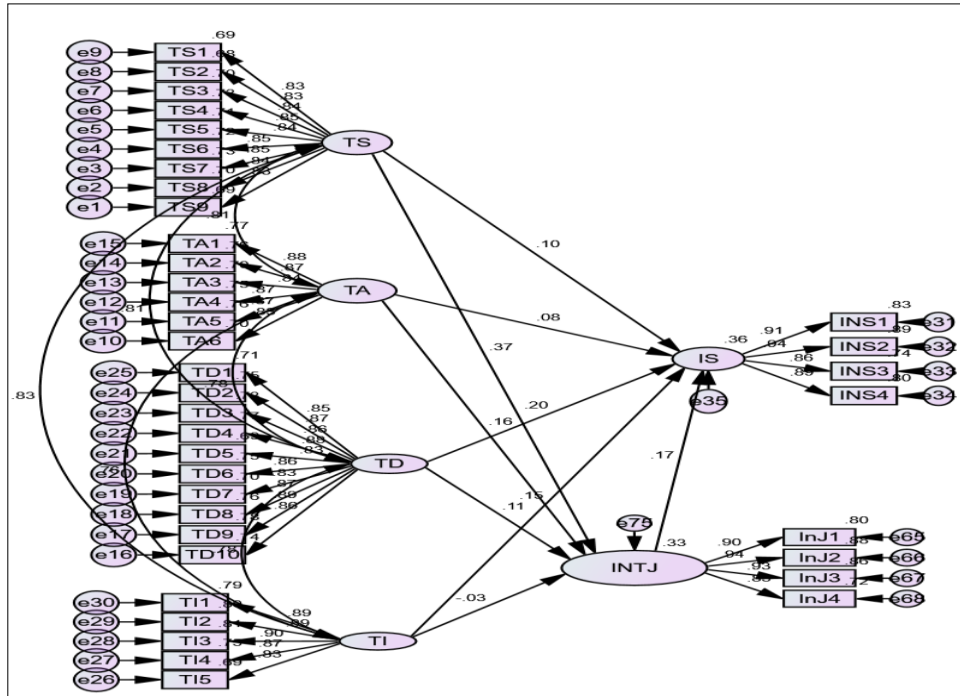
H8b: Interpersonal Justice mediates the relationship between Talent Attraction and Employees’ Intention to Stay

H8c: Interpersonal Justice mediates the relationship between Talent Identification and Employees’ Intention to Stay

H8d: Interpersonal Justice mediates the relationship between Talent Development and Employees’ Intention to Stay

The structural model presented in figure 8.7, with talent management practices as exogenous variables, intention to stay and interpersonal justice as endogenous variables was drawn and tested.





**Figure 8.7 Structural Model relating Talent Management Practices, Interpersonal Justice and Intention to Stay**

Fit indices of the model in the Table 8.13 below was analysed to confirm the fit of the hypothesised model with the data. The values of fit indices CMIN/DF = 2.047, CFI = 0.976, TLI = 0.974, RMSEA = 0.039 and SRMR=0.023 fall within the recommended range. This indicated a good fit between the model and the observed data.

**Table 8.13 Fit Indices of the Meditational Model of Interpersonal Justice**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.047
TLI	> 0.95 (Hooper et al., 2008)	0.974
CFI	> 0.95 (Hooper et al., 2008)	0.976
SRMR	< 0.08 (Hu & Bentler, 1999)	0.023
RMSEA	< 0.07 (Steiger, 2007)	0.039

Results of the meditational analysis of interpersonal justice between talent management practices and intention to stay are depicted in Table 8.14. The results showed that a significant indirect effect through interpersonal justice exists between talent strategizing, and talent attraction on intention to stay with an effect size of 0.06 ( $p=0.001$ ) and 0.03 ( $p=0.014$ ), respectively. No indirect effect was found in the relationship between talent identification as well as talent development on intention to stay ( $p=0.123$ ) and ( $p=0.676$ ). The indirect effect of relationships was further explored to whether it is full mediation, partial mediation or just indirect effect.

**Table 8.14 Results of the Meditational Analysis of Interpersonal Justice between Talent Management Practices and Employees' Intention to Stay**

	Coefficient	SE	P value	BC Bootstrap 95 % CI	
				Lower	Upper
<b>Total effect of Talent Management Practices on Employees' Intention to Stay</b>					
Talent Strategizing	0.16	0.11	0.042	0.03	0.29
Talent Attraction	0.11	0.09	0.100	-0.003	0.22
Talent Identification	0.15	0.09	0.037	0.03	0.26
Talent Development	0.22	0.08	0.000	0.10	0.32
<b>Direct effect of Talent Management Practices on Employees' Intention to Stay in the presence of Interpersonal Justice</b>					
Talent Strategizing	0.10	0.09	0.319	-0.02	0.31
Talent Attraction	0.08	0.08	0.338	-0.07	0.24
Talent Identification	-0.15	0.08	0.095	-0.08	0.27
Talent Development	0.20	0.07	0.008	0.05	0.34
<b>Indirect effect of Talent Management Practices on Employees' Intention to Stay through Interpersonal Justice</b>					
Talent Strategizing	0.06	0.02	0.001	0.03	0.13
Talent Attraction	0.03	0.02	0.014	0.01	0.07
Talent Identification	-0.01	0.02	0.676	-0.04	0.03
Talent Development	0.02	0.02	0.123	-0.01	0.06
<b>Model R<sup>2</sup></b>	<b>0.36</b>				

The relationship between talent strategizing was significant before adding interpersonal justice as mediator. But in the presence of interpersonal justice, a direct relationship between talent management practices and intention to stay became insignificant ( $p = 0.319$ ) indicating a full mediation between talent strategizing and intention to stay, through interpersonal justice. No relationship existed between talent attraction and intention to stay before adding the interpersonal justice as mediator. But in the presence of talent perception congruence, a significant indirect effect was developed between talent attraction and intention to stay. Even though there existed a significant relationship between talent development as well as talent identification and employees' intention to stay, no significant indirect effect was found between them through interpersonal justice. Hence hypothesis H8a and H8b are accepted, whereas H8c and H8d are rejected. This simple mediation model predicts 36 per cent of employees' intention to stay.

The results imply that higher perception of talent strategizing influences intention to stay through enhancing interpersonal justice. Employees who perceive higher talent strategizing in the organisation may feel higher justice in interpersonal dealings, leading to increased intention to stay in the organisation. At the same time, perceptions of talent attraction do not have a direct role in influencing intention to stay of employees. But employees' perception of talent attraction is capable of increasing interpersonal justice which may ultimately enhance stay intentions of employees.

## 8.4 Summary of Mediation Analysis

The following Table 8.15 summarises the results of hypothesis testing establishing the mediating role of talent perception congruence as well as organisational justice dimensions in the relationship between talent management practices and employees' intention to stay in IT companies'.

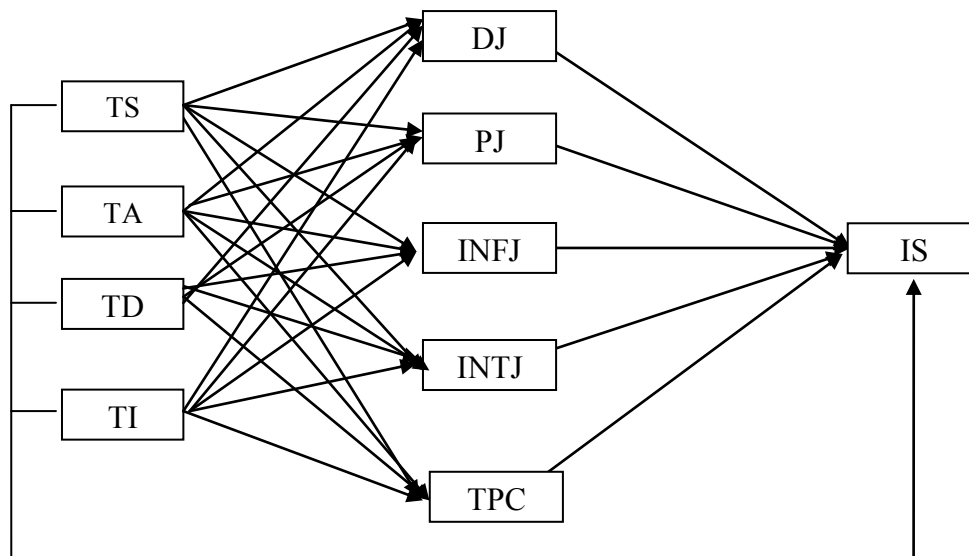
**Table 8.15 Summary of the Mediation Analysis Results**

		<b>Results</b>
<b>Mediation Role of Talent Perception Congruence in the relationship between Talent Management Practices and Employees' Intention to Stay</b>		
H4a	Talent Perception Congruence mediates the relationship between Talent Strategizing and Employees' Intention to Stay	Full Mediation Accepted
H4b	Talent Perception Congruence mediates the relationship between Talent Attraction and Employees' Intention to Stay	Indirect Effect Accepted
H4c	Talent Perception Congruence mediates the relationship between Talent Identification and Employees' Intention to Stay	Rejected
H4d	Talent Perception Congruence mediates the relationship between Talent Development and Employees' Intention to Stay	Full Mediation Accepted
<b>Mediation Role of Distributive Justice between Talent Management Practices and Employees' Intention to Stay</b>		
H5a	Distributive Justice mediates the relationship between Talent Strategizing and Employees' Intention to Stay	Full Mediation Accepted
H5b	Distributive Justice mediates the relationship between Talent Attraction and Employees' Intention to Stay	Indirect Effect Accepted
H5c	Distributive Justice mediates the relationship between Talent Identification and Employees' Intention to Stay	Rejected
H5d	Distributive Justice mediates the relationship between Talent Development and Employees' Intention to Stay	Full Mediation Accepted

<b>Mediation role of Procedural Justice between Talent Management Practices and Employees' Intention to Stay</b>		
H6a	Procedural Justice mediates the relationship between Talent Strategizing and Employees' Intention to Stay	Full Mediation Accepted
H6b	Procedural Justice mediates the relationship between Talent Attraction and Employees' Intention to Stay	Indirect Effect Accepted
H6c	Procedural Justice mediates the relationship between Talent Identification and Employees' Intention to Stay	Rejected
H6d	Procedural Justice mediates the relationship between Talent Development and Employees' Intention to Stay	Full Mediation Accepted
<b>Mediation Role of Informational Justice between Talent Management Practices and Employees' Intention to Stay</b>		
H7a	Informational Justice mediates the relationship between Talent Strategizing and Employees' Intention to Stay	Full Mediation Accepted
H7b	Informational Justice mediates the relationship between Talent Attraction and Employees' Intention to Stay	Indirect Effect Accepted
H7c	Informational Justice mediates the relationship between Talent Identification and Employees' Intention to Stay	Rejected
H7d	Informational Justice mediates the relationship between Talent Development and Employees' Intention to Stay	Full Mediation Accepted
<b>Mediation Role of Interpersonal Justice between Talent Management Practices and Intention to Stay</b>		
H8a	Interpersonal Justice mediates the relationship between Talent Strategizing an Employees' Intention to Stay	Full Mediation Accepted
H8b	Interpersonal Justice mediates the relationship between Talent Attraction and Employees' Intention to Stay	Indirect Effect Accepted
H8c	Interpersonal Justice mediates the relationship between Talent Identification and Employees' Intention to Stay	Rejected
H8d	Interpersonal Justice mediates the relationship between Talent Development and Employees' Intention to Stay	Rejected

## 8.5 Validation of the Proposed Model of the Study

The final objective of this study was to validate the conceptual model developed for the study which links talent management practices and employees' intention to stay, with mediating roles of organisational justice dimensions and talent perception congruence. Empirical validation of this model depicted in figure 8.8 was carried out using the Structural Equation Modeling (SEM) in IBM AMOS 23. The structural equation model includes two main parts namely the measurement model and the path model. The measurement model that includes all the variables of the study is detailed in the sixth chapter of the thesis. The fit of the measurement model is an essential condition to proceed with path model and the measurement model of the present study had exhibited a good fit to data (detailed in chapter six), and therefore the path model is tested for explaining the relationships.



**Figure 8.8 Pictorial Representation of Structural Model of the Study**

The path model presented in figure 8.9 including talent management practices as exogenous variables; intention to stay, organisational justice dimensions and talent perception congruence as endogenous variables is drawn and tested. As described in earlier sections, talent management practices included four set practices namely talent strategizing, talent identification, talent attraction, and talent development, organisational justice encompassed of four independent dimensions viz., distributive justice, procedural justice, informational and interpersonal justice.

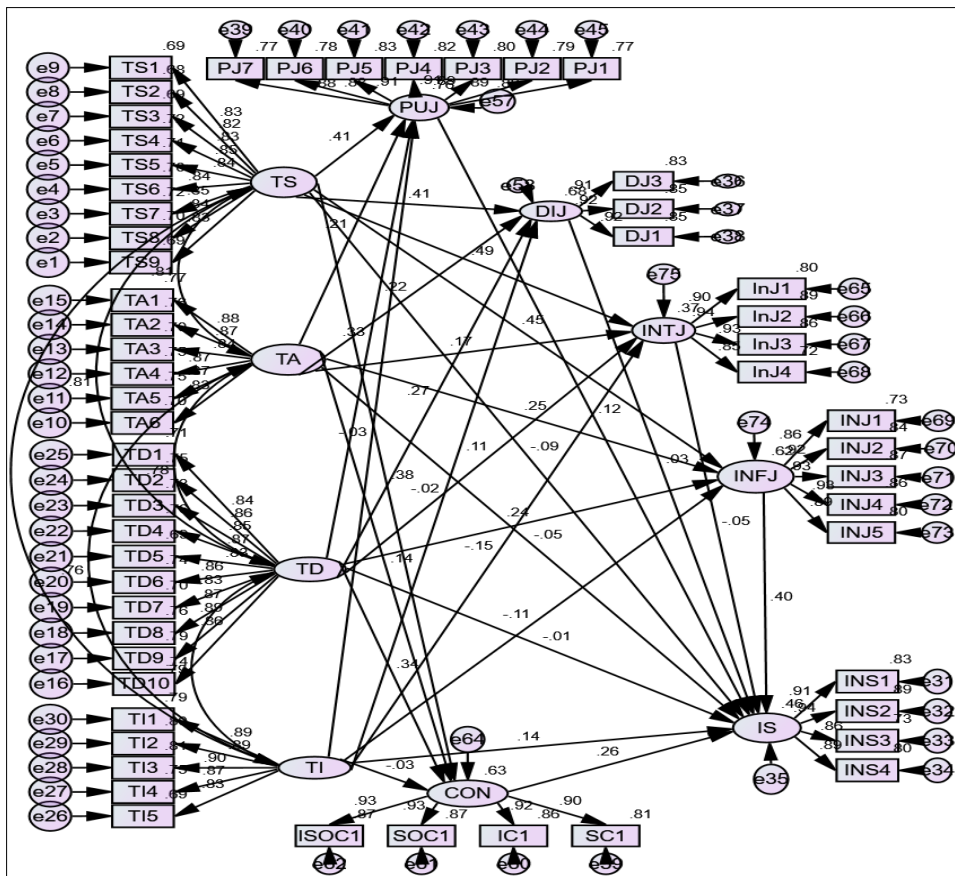


Figure 8.9 Path Model of the Study

The fit of the hypothesised model with the data is confirmed based on the fit indices depicted in the Table 8.16. The values of CMIN/DF= 2.378, CFI = 0.956, TLI = 0.953, RMSEA = 0.044 and SRMR=0.048 fall within the recommended range, which indicated a good fit between the model and the observed data.

**Table 8.16 Fit Indices of the Structural Model of the Study**

Fit Indices	Criteria	Values
CMIN/DF	<3 (Kline, 2015)	2.378
TLI	> 0.95 (Hooper et al., 2008)	0.953
CFI	> 0.95 (Hooper et al., 2008)	0.956
SRMR	< 0.08 (Hu & Bentler, 1999)	0.048
RMSEA	< 0.07 (Steiger, 2007)	0.044

To examine the relationships between the variables, the regression values of path analysis depicted in Table 8.17 was examined. From the path analysis results, it was found that talent strategizing has significant influence on talent perception congruence with values of 0.42 (p=0.000), on distributive justice with values of 0.43 (p=0.000) on procedural justice with values of 0.44 (p=0.000), on informational justice with values of 0.48 (p=0.000) and on interpersonal justice with values of 0.46 (p=0.000). But no direct relationship was found between talent strategizing and employees' intention to stay (p=0.372). Similarly, talent attraction has a significant influence on talent perception congruence with values of 0.16(p=0.005), on distributive justice with values of 0.25 (p=0.005), on procedural justice with values of 0.23 (p=0.005), on informational justice with values of 0.28 and on interpersonal justice with values of 0.17 (p=0.008). Talent attraction does not have any direct influence on employees' intention to stay (p=0.413).



**Table 8.17 Path Analysis Results of the Structural Model**

Path			Std. Estimate	S.E.	C.R.	p-value	R square
TS	→	TPC	0.42*	0.07	6.07	0.000	0.63
TA	→	TPC	0.16*	0.06	2.83	0.005	
TD	→	TPC	0.36*	0.05	6.64	0.000	
TI	→	TPC	-0.03	0.06	-0.48	0.633	
TS	→	DJ	0.43*	0.07	6.62	0.000	0.68
TA	→	DJ	0.25*	0.05	4.53	0.000	
TD	→	DJ	0.27*	0.05	5.32	0.000	
TI	→	DJ	-0.02	0.05	-0.37	0.710	
TS	→	PJ	0.44*	0.06	7.74	0.000	0.76
TA	→	PJ	0.23*	0.05	4.99	0.000	
TD	→	PJ	0.34*	0.04	7.65	0.000	
TI	→	PJ	-0.03	0.05	-0.76	0.446	
TS	→	INFJ	0.48*	0.07	6.84	0.000	0.62
TA	→	INFJ	0.28*	0.06	4.89	0.000	
TD	→	INFJ	0.25*	0.05	4.56	0.000	
TI	→	INFJ	-0.11	0.06	-1.89	0.058	
TS	→	INTJ	0.46*	0.08	6.01	0.000	0.37
TA	→	INTJ	0.17*	0.06	2.66	0.008	
TD	→	INTJ	0.10	0.06	1.71	0.087	
TI	→	INTJ	-0.13	0.06	-1.12	0.094	
TS	→	IS	-0.11	0.13	-0.89	0.372	0.46
TA	→	IS	-0.07	0.09	-0.82	0.413	
TD	→	IS	-0.01	0.09	-0.16	0.876	
TI	→	IS	0.17*	0.08	2.02	0.043	
PJ	→	IS	0.16	0.08	1.90	0.057	
DJ	→	IS	0.04	0.07	0.49	0.618	
TPC	→	IS	0.31*	0.06	4.92	0.000	
INTJ	→	IS	-0.07	0.05	-1.21	0.227	

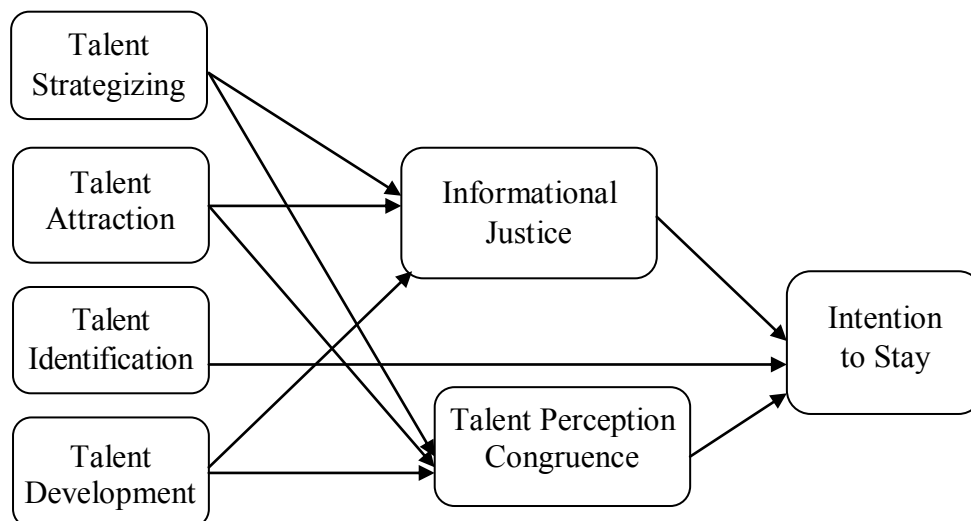
*Source: Results of Primary Data Analysis using AMOS*

The talent development has significant positive relationship of 0.36 (p=0.000) with talent perception congruence, 0.27 (p=0.000) with the value distributive justice, 0.34 (p=0.000) with the procedural justice and 0.25 (p=0.000) with informational justice. No direct influence of talent

development was found on interactional justice ( $p=0.087$ ) and employees' intention to stay ( $p=0.876$ ). Talent identification has a significant positive influence only on employees' intention to stay with a value of 0.17 ( $p=0.043$ ). It did not show any influence on talent perception congruence and dimensions of organisational justice.

Talent perception congruence and informational justice were found to have a significant positive influence on intention stay with path coefficients of 0.31 ( $p=0.000$ ) and 0.49 ( $p=0.000$ ). The entire model predicts the intention to stay of employees with R-square value 0.46.

The final model relating talent management practices and employees' intention to stay evolved from the present study is depicted in the figure 8.10 below. It was found that only three variables have a direct influence on employees' intention to stay namely talent identification, talent perception congruence, and informational justice.



**Figure 8.10: Final Model relating Talent Management Practices and employees' Intention to Stay**

The other talent management practices such as talent strategizing, talent attraction, and talent development influence intention to stay through talent perception congruence and informational justice. This implies that when employees perceive increased talent strategizing, talent attraction, and talent development practices in the organisation, it will enhance their talent perception congruity and information justice perception regarding talent management. This will, in turn, enhance the intention to stay of employees.

Talent identification is more important in the context of employee retention as it has a direct role in determining the stay intentions of the employees. But the role of other talent management practices namely talent strategizing, talent attraction and talent development in increasing stay intentions of employees cannot be discounted. They have an influence on fairness in information regarding talent management as well as congruity in talent perceptions, which are strong predictors of employees' intention to stay in talent management context.

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**FINDINGS, SUGGESTIONS AND CONCLUSION**

<b>Contents</b>	9.1 <i>Findings of the Study</i>
	9.2 <i>Suggestions</i>
	9.3 <i>Conclusion</i>
	9.4 <i>Scope for future research</i>

This chapter summarises the major findings of the study and discusses its relevance. The findings are organised based on the objectives of the study. The theoretical and managerial implications of the present study are discussed followed by the suggestions and conclusion.

**9.1 Findings of the Study**

**9.1.1 Factor Structure of Talent Management Practices**

Based on the exploratory factor analysis and confirmatory factor analysis, the four-factor structure of talent management practices was derived from employee perspective which includes talent strategizing, talent attraction, talent identification and talent development (table 5.9).

Talent strategizing includes items that assess perception of employees on the clarity of talent strategy, visible ownership that the CEO demonstrates in execution of the strategy, accountability of line manager for the effective implementation of the talent management process, support and sponsorship

from top management for talent management activities, well-defined competency framework, identification of strategic positions, clarity in definition of high-potential employees, formal announcement about the availability of high potential programmes, and formal recognition for the identified high potential employees. Guthridge et al. (2008) have also observed that talent needs to be considered as a strategic priority of organisations and lack of talent strategizing is a serious obstacle to effective talent management.

The implication put forward by Collings & Mellahi (2009) from a demand perspective, recognised the significance of the external labour market in the talent management of organisations. This concept is captured as the factor named ‘talent attraction’ which includes items that assess perception of employee value proposition of the organisation, diversity of sources and flexibility in compensation rules in hiring high potential candidates, differentiation in recruiting strategy, hiring at different levels and active participation in hiring process of high potential employees at all levels. The higher possibility of recruiting high potential candidates from the external market due to the increasing career mobility enhances the importance of this practice.

Talent management is often referred as identifying, selecting, developing, and retaining of ‘super-keepers’ or talented employees (Berger & Berger, 2004). The identification and development of internal talents of the organisation are inevitable in a talent management system. In a similar line, factors named ‘talent identification’ and ‘talent development’ in the analysis. Talent identification includes items that assess employee perception

of a reliable committee for effective review of the high potential nominations, use of standardised metrics and parameters, potential assessment, use of assessment centres to identify high potential employees, and formal information regarding their potential assessment results. Talent Development includes items that assess perception of employees regarding various development opportunities provided by the organisations, namely mentoring and buddying, 360 degree feedback, job rotation opportunities, external and internal coaching, participation in courses at external institutions, cross-functional project assignments, and job shadowing opportunities, and facilitation to prepare an individual development plan (IDP) based on the assessment results. Talent development is very crucial for building the leadership pipeline in organisations (Conger & Fulmer, 2003; Mccall, 2004) and any talent management system is incomplete without talent development practices.

Academic literature has discussed a broad variety of practices in talent management, but the lack of clarity in the concept of talent management has been reflected in the practices too. This four-factor structure of talent management practices identified in the present study is based on the employee's perspective. It incorporates the practices earlier identified by Dries & Pepermans (2008); Gallardo-Gallardo & Thunnissen (2016); and Thunnissen, Boselie, & Fruytier (2013). When viewed from other stakeholders' perspective like line managers, human resource directors etc, there are chances that more sets of practices may evolve. But the present findings provide a framework for HR managers to assess the talent management practices in organisations. Moreover, organisations with

informal talent management systems can also assess the level of talent management practices in their organisations.

### **9.1.2 Employees' Perception of Talent Management Practices**

Employees have perceived all sets of talent management practices namely talent strategizing, talent attraction, talent identification, and talent development moderately in their companies. Among the four talent management practices, talent strategizing was perceived as most prevalent and talent identification was least. The findings indicate that employees have higher perceptions of the organisation's strategic orientation towards talent management, but lesser perceptions of the implementation of the practices to manage talent, especially the identification of talented employees.

The employees who responded to the study are selected from organisations having matured talent management systems. These organisations have made huge investments in their talent management systems and claim to have a great ability to groom their future leaders (Fortune India, 2014) and therefore it was expected that all practices of talent management may be highly perceived by employees of these organisations. The results of the present study (Table 5.13) were not in accordance with this assumption. This indicates the difference in the actual practices of the organisation and the practices perceived by the employees, which may be attributed to issues in the integration of talent management systems and communication of talent management practices.

Talent management processes in many organisations are disconnected and each step may have different priorities (Heinen & O'Neill, 2004). But, to



gain maximum out of talent management, all process should act as a cohesive system. As talent management breaks the traditional HR silos (Ashton & Morton, 2005), it is necessary that the functions are integrated to be more facilitative. Similarly, effective communication of talent management practices is also important to attain the desired outcomes. Even though talent management is considered as a strategy for organisational excellence, it is intended to benefit the talented employees of the organisation. The relationship between talent management and organisational performance is often attained through the positive employee outcomes like organisational commitment, motivation and extra-role behaviour (Collings & Mellahi, 2009). So if employees do not perceive talent management practices as intended by the organisation, then the investments in talent management may go in vain. So the focus of organisations should not be just to increase the number of talent management practices, but also how well these are communicated to the employees.

Perception of all talent management practices is slightly higher for males compared to females (Table 5.14). As gender is not determining criteria to participate in talent management practices, the perceptions of both genders should not be ideally different. The difference in perception may not be concluded as gender discrimination in talent management practices of organisations but may act as an indicator to check the chances of such discrimination. Studies show that despite males and females are equally effective in leadership roles (Eagly, Karau, & Makhijani, 1995), female employees are not being nurtured like male employees in many organisations. But tapping female potential is considered as an important strategy to tide over the talent shortage issues faced by organisations across

the globe (Tatli, Vassilopoulou, & Özbilgin, 2013). Even though the present study does not prove whether males receive more talent management opportunities than females, it is suggested that organisations should ensure whether they have tapped the potential of female employees within the organisations.

All talent management practices are perceived highest by the respondents of above 40 years of age and with above 11 years of experience in the present organisation (Table 5.15 & 5.17). This finding corroborates with the case study conducted by The Sloan Center on Aging & Work at Boston College (2010), who found that selection for talent management is affected by the age of employees in different ways. Even though chronological age is not a factor for selection, the number of years that an employee is with the present organisation, i.e., tenure has a crucial role in determining the participation in talent management practices. As employees of above 40 years and with above 11 years of experience may easily fulfill the specific requirements for eligibility in talent management programmes, it is quite normal that they have higher perceptions regarding talent management practices.

Among the employees with various educational qualifications, talent management is perceived highest by B.Sc./BCA graduates (Table 5.16). As they have a lower qualification, often, organisations invest more in their development than employees with higher qualification and this could be why they have developed higher perceptions of talent management practices. During the interactions, employees have commented that those with a lower educational qualification like B.Sc. and BCA had more

specific career paths than those with higher educational qualifications. The perception of all talent management practices was found to increase with the employee's managerial level in the organisation, with lower values of junior level employees and higher for senior-level employees (Table 5.18). As the employee's managerial level in organisation increases, the number of talent management opportunities they may receive may also increase. Gelens et al. (2014b) have found that the senior employees with potential have increased the opportunity to receive more resources and get chances to attend higher level training programs than junior employees with potential. This could be the reason why senior managers have a higher perception of talent management practices in the present study.

In short, employees in higher managerial level, aged above 40 years, B.Sc./BCA graduates, and with longer experience were found to have higher perceptions of talent management. This may not be a conscious attempt by the organisation to focus on these segments of employees, but one that has been revealed through this study. In order to enable organisations to improve their succession planning, talent management practices in organisations need to equally focus on employees in other segments.

### **9.1.3 Employees' Perception of Intention to Stay, Organisational Justice and Talent Perception Congruence**

Employees have perceived the moderate level of intention to stay in the organisations. As the organisations selected for the study are those which had made huge people investments and claim well-established talent management system, higher levels of intention to stay were expected. Despite all these efforts, the employees have only moderate intention to

stay back with their employer (Table 6.4), which poses a question on the effectiveness of these investments.

No difference was found between males and females on their intention to stay in the organisations (Table 6.5), which was in line with the study of Campbell & Campbell (2003). Stay intentions based on educational qualification was highest for M.Tech holders and lowest for MCA degree holders (Table 6.7). The employees aged above 40 years and with more than eleven years experience in their current organisation have higher intention to stay back in the organisation among different groups (Table 6.6 & 6.8). This is consistent with the findings of Bal, De Cooman, & Mol (2013) that turnover intention was lower for employees with higher organisational tenure. In addition, the role of age in occupational mobility has been discussed for decades. Due to various reasons, youth are more occupationally mobile and switch employers more often than the adult workers (Sehgal, 1984). The intention to stay increases as employee's managerial level goes up, with lowest stay intentions exhibited by junior level employees and highest by senior-level employees (Table 6.9). The junior employees often have higher tendency to switch companies as well as job profiles. Employees may try out various jobs and organisations in their early career stage and settle down in their later career stages. This could be one of the probable reasons for the increasing stay intentions with managerial level.

Among employees' perception of organisational justice related to talent management, namely distributive justice, procedural justice, interpersonal justice, and informational justice, the perception of

interpersonal justice was perceived highest and procedural justice was the lowest (Table 6.10). Interpersonal justice refers to fairness in interpersonal dealings in the context of talent management and employees perceive it as high. The fairness regarding procedures to determine the outcomes of talent management referred as procedural justice is perceived lesser compared to other justice dimensions. Differences in the perceptions of males and females on their perceptions of organisational justice were not found (Table 6.11). The perceptions of all justice dimensions showed an increasing trend with age groups with lowest values for employees in the 25 to 29 year group and highest value for employees aged above 40 years (Table 6.12). Similarly, justice dimensions are perceived highly by employees above 11 years of experience with their current organisation and senior level employees (Table 6.14 & 6.15). Gelens et al. (2014b) has also identified higher distributive justice perceptions for senior employees with potential and assumed that this could be because of higher status, the greater number and higher level training programs they receive compared to junior employees with potential. The organisational justice perceptions are capable of explaining various work attitudes of employees (Colquitt et al., 2001). Moreover, perceived organisational justice plays a crucial role in shaping the outcomes of talent management (Gelens et al., 2013, 2014b).

Talent perception congruence refers to consistency between the self-image of the employees and perceived status in the organisation. As congruence can determine various outcomes of talent management, they need to be given sufficient attention. The present study has found moderate level of talent perception congruence among the employees (Table 6.16).

Talent perception congruence will be enhanced when perceived status of the employees is consistent with how they view themselves. So the most common scenario that reduces the talent perception congruence is when the employees believe themselves as talent, and realises that they are not provided with talent status in their organisation. It is not practically feasible for organisations to provide all employees with talent status expected by them, but organisation has a crucial role in molding the self-image of employees regarding the talent status in the organisation.

As per the findings, males have perceived slightly better talent perception congruence than females (Table 6.17). Ideally, gender does not have a role in determining the talent status provided by the organisation and hence there should not be any difference between male and female employees in their congruence levels. Organisations need to examine whether this difference is due to subjectivity in providing talent status. The congruity in talent perceptions were found to increase with the age of the employees, with highest score for employees above 40 years (Table 6.18). Younger employees may have higher expectations from the organisation in terms of talent status and customised career growth opportunities. As the focus of talent management is on senior leaders, the chances of getting talent status for young employees are comparatively low. This results in lower talent perception congruence among employees of lower age groups. In contrast, chances of getting a talent status are comparatively higher for aged employees especially if they are holding senior positions.

The educational qualification has an influential role in determining the self-image of individuals, which may be reflected in the talent

perception congruence levels too. The lower level of talent perception congruence among MCA graduates is quite interesting (Table 6.19) and may be because of higher self-image as talent, or fewer chances of receiving talent status. The chances of getting talent status increases as the managerial level of employees move from junior to senior level (Table 6.21), which could be the major reason for the increasing congruity levels in talent perception with managerial level. The congruence levels were highest for males, above 40 years, and having more than 11 years of experience in their current organisation, and for senior employees.

#### **9.1.4 Influence of Talent Management Practices**

##### **9.1.4.1 Influence of Talent Management Practices on Intention to Stay**

Three practices of talent management namely talent strategizing, talent identification and talent development have a positive relationship with the intention to stay, but talent attraction does not have a significant relationship with the intention to stay (Table 7.2). Talent attraction refers to activities undertaken by the organisation to attract high-potential candidates from the external market. The employees develop the perception on talent attraction during their recruitment phase and this could be their initial perception about the talent management system in the organisation. Even though talent attraction is an important dimension of talent management, it does not yield many benefits to existing employees in the organisation. That could be the reason why it did not show any significant relationship with the intention to stay of employees. Results corroborate with findings of Björkman et al. (2013) and Chami-malaeb & Garavan (2013), and empirically tested the arguments of Deery & Jago

(2015), Hughes & Rog, (2008), Oladapo (2014) and Zhang & Stewart (2017). Shaw, Dineen, Fang, & Vellella (2009) have found that good-performer quit rates will significantly reduce the higher levels of HRM investments and practices. Björkman et al. (2013) have established the direct effect of talent identification on turnover intentions of employees. Moreover, scholars have established the role of development opportunities in enhancing retention of employees (Chew & Chan, 2008; Paré & Tremblay, 2007; Samuel & Chipunza, 2009). This present study also confirms the importance of talent management in enhancing the intention to stay of employees in the organisations.

From a theoretical point of view, investigations into the process of staying are considered as promising than the traditional research focus on leaving (Holtom, Mitchell, Lee, & Eberly, 2008). Moreover, this finding provides implications for organisations as they are trying hard to enhance the probability that their valuable employees stay and less valuable employees leave. As the perception of employees regarding talent management has an important role in intention to stay of employees, it is important to enhance their perceptions. The results prove that talent management is a new approach to deal with retention of employees. Retention of employees could be enhanced if talent management focuses on placing strategic role for the talent systems, effective identification of talented employees in organisations and provide unique development opportunities for these employees.

To increase the employee perception of talent strategizing, organisations need to have clarity in their talent strategy, competency



framework, the definition for high-potential employees, and identification of strategic positions. In addition, the CEO needs to demonstrate visible ownership in effective execution of the strategy. Top management should support and sponsor talent management and the line manager should be accountable for the effective implementation of the talent management process. The formal announcement about the availability of high potential programs and formal recognition for identified high potential employees also increases the perception of employees regarding talent strategizing component of talent management. For enhancing perceptions on talent identification, the focus should be given on constituting a reliable committee for effective review of the high potential nominations, use of standardised metrics and parameters, potential assessment, use of assessment centres to identify high potential employees, and providing formal information regarding their potential assessment results. Similarly, perception of talent development can be enhanced by providing various development opportunities by the organisation such as mentoring and buddying, 360 degree feedback, job rotation opportunities, external and internal coaching, participation in courses at external institutions, cross-functional project assignments, and job shadowing opportunities, and facilitating preparation of an individual development plan (IDP) based on the assessment results.

Results from the present study validate talent management as an effective strategy for employee retention. This confirms the application of the social exchange theory to talent management which implies that, when the organisation invests in the employees, they may have a felt obligation to reciprocate with positive attitudes and performance towards the

organisation. Organisations may improve their strategic orientation towards talent management, along with objective identification and customised development of talented employees so as to enhance the employee retention rates in the organisations.

#### **9.1.4.2 Influence of Talent Management Practices on Talent Perception Congruence**

Three practices of talent management, namely talent strategizing, talent attraction and talent development have a positive relationship with talent perception congruence. Talent identification does not have a significant relationship with talent perception congruence of employees (Table 7.4). As already mentioned, talent perception congruence is the degree of match between talent status perceived by the employees and his self-image. This congruence in talent perceptions has an important role in determining talent management outcomes (Sonnenberg et al., 2014), and hence it is important to understand the congruence of talent perceptions and what enhances it.

Among the different sets of practices in talent management, talent congruence is affected by talent strategizing, talent attraction and talent development. Even though talent status of an employee is the result of talent identification process, talent perception congruence is not directly affected by talent identification. Though organisations follow exclusive approach for identifying talented employees, in the fear of losing the morale of larger group, they advertise it as inclusive approach. Hence, the employees may not perceive talent status as direct outcome of talent identification process. This could be why talent perception congruence has not been influenced by talent identification process per se.

Organisations with higher talent strategizing practices have a well-defined competency framework in organisations, clarity in the definition of talent as well as formal recognition for the identified high potential employees. This ensures that employees develop self-image regarding talent status in accordance with the actual criteria of getting the status. So perceived talent status will be more consistent with the self-image of the employees.

Even though talent attraction is focused on attraction of potential talented employees, it provides clear signals to current employees regarding who is considered as talent in the organisation. This helps the employees to develop self-image regarding their talent status in accordance with the organisation resulting in enhanced talent perception congruence. Similarly, customised development opportunities also help in developing self-image consistent with the actual status in the organisation, leading to improved congruity in talent perceptions. The results suggesting the influence of talent management practices on talent perception congruence provide implications on how to improve the congruence levels in talent management context.

#### **9.1.4.3 Influence of Talent Management Practices on Organisational Justice**

When employees perceive the practices of talent management, especially talent strategizing and talent attraction, they may perceive more fairness in outcomes, procedures, information and interpersonal dealings related to talent management. Perception of talent development may increase all justice dimensions, other than that related to interpersonal dealings. Talent identification does not show a significant relationship with

any dimension of organisational justice (Table 7.6).

When employees perceive more strategizing practices like competency framework, clear definition of talent concepts, the formal announcement of programmes, CEO involvement etc. they may perceive overall fairness in talent management system in terms of outcomes, process, information and interpersonal dealings. Talent attraction is about how organisations place themselves as an employer of choice for potential candidates. The present study found that this talent attraction practices are also capable of creating perceptions of justice regarding talent management amongst existing employees. Similarly, the development opportunities provided to the talented employees may contribute significantly to all justice perceptions other than the fairness in interpersonal dealings.

According to Gelens et al., (2013) the perceptions of justice namely distributive and procedural justice are affected by high potential identification, but the present result is not in line with the same. The present study has considered the employees' perception of various practices undertaken as part of talent identification process, rather than assessing the outcome of high potential identification as for whether the employee has been identified as high potential or not. The outcome of talent identification, mainly the talent status, may have a direct influence on the justice perceptions but the process as such, may not. This could be why talent identification did not create any influence in justice perceptions. In short, the extent to which talent management practices are perceived by employees has a serious role in determining the fairness perceptions they develop towards the entire talent management system in the organisation.

### **9.1.5 Mediating role of Talent Perception Congruence and Organisational Justice on the relationship between Talent Management Practices and Employees' Intention to Stay**

Influence of justice dimensions and talent perception congruence on intention to stay was analysed individually followed by the test for the indirect effect of these variables in the relationship between talent management and intention to stay of employees. This has provided interesting insights into the role of each of the justice dimensions and talent perception congruence in enhancing staying intentions of employees.

#### **9.1.5.1 Influence of Talent Perception Congruence and Organisational Justice on Employees' Intention to Stay**

Talent perception congruence has a significant positive relationship with employees' intention to stay (Table 8.2). When employees perceive more congruity in talent perceptions, they may have higher intentions to stay back with the organisations. More specifically, employees who perceive themselves as a talent of the organisation, if provided with the talent status, may feel congruity in talent perceptions and may feel like staying in the organisation. In contrast, an employee who perceives themselves as the talent of the organisation and who is not provided with the talent status may feel incongruity in talent perceptions. According to Rogers & Koch (1959), people may defend themselves against incongruence as well as perceptions of incongruence. In the context of talent perception incongruence, employees may show lesser intention to stay with the organisation and may find other organisations that can provide him the talent status according to his self-image.

Even though talent perception congruence has an important role in determining staying intentions of employees, it is not possible for an organisation to provide all employees with the talent status consistent with their self-image. But organisations have a bigger role in creating the employee's self-image regarding whether they are a talent of the organisation. Organisations with a clearer definition of talent and better communication regarding talent management may help employees to compare their competencies with that of talent and formulate a realistic self-image regarding their talent status and enhance their talent perception congruence. This is essential for organisations, as talent perception congruence has a strong influence on intention to stay of employees.

Among the dimensions of organisational justice, procedural justice and informational justice perceptions have a significant positive relationship with intention to stay, whereas distributive justice and interpersonal justice perceptions do not any significant relationship (Table 8.6). Except the insignificant relationship between distributive justice on intention to stay, rest are consistent with the findings of the meta-analytic review of Colquitt et al., (2001) who found that distributive justice have high correlation with withdrawal behaviours, procedural justice, and informational justice perceptions have moderate correlation and interpersonal justice have weak correlation with withdrawal behaviours. Even though the strong influence of distributive justice on turnover intentions is proved in various contexts (Hendrix, Robbins, Miller, & Summers, 1998; Nadiri & Tanova, 2010), this may not hold true in a talent management context. In the context of talent management, the fairness in procedures and information predicts employees' intention to stay rather

than the fairness of outcomes and interpersonal dealings. This could be because the employees are aware of the fact that talent management practices do not yield positive outcomes to all employees, but only to those identified as talented employees. So they may be more concerned about why and how some employees are identified as talented and benefited over the others. The fairness of “why” and “how” questions of talent management could be answered by objective procedures and transparency in the system which will enhance the intention to stay of employees.

#### **9.1.5.2 Mediation of Talent Perception Congruence and Organisational Justice on the relationship between Talent Management Practices and Employees’ Intention to Stay**

Talent perception congruence has an indirect effect on the relationship between talent strategizing, talent attraction, talent development and intention to stay, but do not show any significant indirect effect in the relationship between talent identification and intention to stay (Table 8.4). This adds to the findings of Sonnenberg et al. (2014) who proved the partial mediation of talent perception incongruence on the relationship between talent management perceptions and psychological contract fulfilment.

Procedural justice, distributive justice, informational justice and interpersonal justice are found to have a full mediation effect on the relationship between talent strategizing and employees’ intention to stay. The results imply that employees who perceive higher talent strategizing in the organisations may feel higher fairness in procedures, outcomes, information, and interactions leading to increased intention to stay in organisations. So talent strategizing of organisations influences the intention to stay through enhancing all justice perceptions. Even though

talent attraction does not have any direct role in influencing intention to stay of employees, it is capable of increasing justice perceptions mainly related to procedures, outcomes, and information, which may ultimately enhance staying intentions of employees.

Procedural justice, distributive justice, and informational justice are found to have a full mediation effect in the relationship between talent development and employees' intention to stay. The results imply that employees who perceive higher talent development in the organisations may feel higher fairness in procedures, outcomes, and information leading to increased intention to stay in organisations. But no significant indirect effect of any justice perceptions was identified in the relationship between talent identification and intention to stay (Table 8.8, 8.10, 8.12 & 8.14).

The results provide insights into how talent management practices enhance retention in organisations. The relationship between all talent management practices, other than talent identification, and employees' intention to stay is intervened by various justice perceptions and talent perception congruence.

#### **9.1.6 Validation of Hypothesised Model for the Study**

The validation of proposed model revealed that only three variables, namely talent identification, talent perception congruence and informational justice have a significant direct influence on employees' intention to stay, among which informational justice was found to be the strongest predictor. Among the talent management dimensions, only talent identification has a direct positive influence on intention to stay. Talent strategizing, talent attraction and talent development increases intention to



stay through enhancing talent perception congruence and informational justice (Table 8.17).

### **9.1.6.1 Role of Informational Justice**

In the present study, informational justice is found to be the stronger predictor of intention to stay of employees. Employees have higher staying intentions when they perceive higher levels of informational justice regarding talent management. Informational justice has evolved as a major predictor, because of the tendency of organisations to withhold information regarding talent management from their employees.

Even though clarity and openness are crucial measures of communicative competence from a strategic communication point-of-view (Eisenberg, 1984), many organisations adopt strategic ambiguity as a communication strategy for their high potential program (Dries & Gieter, 2014; Silzer & Church, 2010). As informing employees regarding their talent status is difficult for firms to handle, they choose to keep a secretive status for talent management. Organisations often prefer not to share their talent decisions with employees, trusting the unverified legend in organisations that proclaim all sorts of negative consequences like the “crown prince syndrome” (Dries & Gieter, 2014; Silzer & Church, 2010), moral issues and turnover among those employees who are not selected. Even though information asymmetry in high potential programs can benefit organisations by reducing expectations of employees and to have greater control over the talent management process, it can be detrimental to the organisation through lowered morale and frustration arising due to lack of information, health issues due to workaholism, stress, and burnout

arising out of overachievement and perfectionist tendencies, and spreading rumours about the high potential program (Dries & Gieter, 2014). In addition, protecting a secret list of ‘who is talent’ is not easy for any organisation, as employees ascertain the talents in the organisation by looking at the opportunities they receive and this may generate feelings of injustice about talent management practices (Burke, 1997). In short, non-disclosure of information on talent management may pose a greater risk to organisations in the attainment of its actual goals rather than proclaimed benefits of the programme.

The differentiation of employees into “A, B, and C players” is a strategic choice and has a huge impact on the organisation (Becker et al., 2009). For any employee, the entry into a talent management program is considered as a signal from the organisation regarding additional support especially in terms of customized career support. So it is important for the employees to know ‘what are the talent management practices in the organisation’, ‘who are considered as talent’, ‘how they can get into the talent pool’ and so on. This makes them motivated to aspire for the inclusion in the talent pool and equip themselves for the same. The fairness in information on talent management programs may avoid confusion and misinterpretation regarding these programs. Organisations making the choice for ensuring informational justice in talent management can monitor the “grapevine” communication that undermines the objectives of their talent management programs. Corroborating the findings of Dries & Gieter (2014) who found the role of information asymmetry in high potential programs on psychological contract breach in high potential employees, the present study found the role of informational justice in the relationship

between talent management and employees' intention to stay. The finding condemns the traditional unverified tale that supports secrecy for talent management programs.

### **9.1.6.2 Role of Talent Identification**

Among the talent management dimensions, only talent identification was found to have a direct role in determining intention to stay of employees. Talent identification is still considered as a grey area of talent management practices of organisations. Even though organisations adopt an exclusive approach of talent management to identify a talent pool, in the fear of losing the morale of the larger group who are not identified in the pool they try to promote it as inclusive approach. So many organisations have a subjective identification process which reflects the biases of current leaders. These biases may result in excluding the real high potential employees, who may most likely leave the organisation (Silzer & Church, 2010). This could be the reason why talent identification has emerged as an important variable in determining the intention to stay.

Even though talent identification is an important aspect of talent management that determine the effectiveness of the entire process, many organisations adopt an informal process of high potential identification (Campbell & Smith, 2010). One of the major problems of a Hi-Po program identified by managers is the absence of a robust identification process, and as a result, employees are often subjectively nominated (SHL, 2014). The evaluation and nomination of talent is an element of a large talent review process which often results in inaccurate talent decisions and selection of wrong employees for accelerated development (Hanson, 2011). This would

result in deterioration of the morale and motivation of the real talents in the organisation which may ultimately result in them leaving the organisation. This could be why employees in Indian companies have a serious thought of leaving the organisation with higher intentions for the employees aged between 16 to 24 years, despite the salary hikes averaging 15 per cent per annum (Appleton, 2008). This finding suggests the need for a well-established potential appraisal system that will spare no room for wrong talent decisions, where vague definitions for high potential are replaced with objective and research-based definitions.

Even though identification of high potentials is of strategic significance, there is often a tendency for organisations to make the identification process simple by depending on “quick and easy” methods of rating employees, resulting in wrong talent decisions (Hanson, 2011). The role of line managers in the process is significant along with peer appraisals. This could reduce the chances where co-workers identify someone as highly talented, but they never make it into the talent pool of the organisation, resulting in feelings of injustice.

### **9.1.6.3 Role of Talent Perception Congruence**

Talent perception congruence plays an important role in determining the intention to stay of employees. The employees who feel their talent status as consistent with their self-image may have higher intentions to stay back. The findings of Sonnenberg et al. (2014) that emphasise the role of talent perception incongruence in determining psychological contract fulfilment are similar to the present findings. According to Sonnenberg et al. (2014), many organisations proclaim that they consider all their employees

as talent in the fear of losing the morale of employees. This sends a wrong message that makes employees believe that they are ‘talents’ of the organisation. But in practice, the majority of these organisations identifies talented employees and provides differential treatment informally. Considering themselves as talent and not getting benefits of talent management may lead to psychological contract breach and even intentions to leave.

Many studies have evaluated the role of actual status and perceived talent status on different employee attitudes, and received mixed findings (Maria Christina Meyers et al., 2017). This could be explained using the talent perception congruence concept. Not all employees may have issues with their non-talent status in the organisation, but those employees who consider themselves as talents may feel disappointed and frustrated. So it is not the talent status that per se influences the employee attitudes like the intention to stay, rather the consistency between the self-image of the employees and their talent status. But it is not feasible for organisations to provide all employees with the talent status that they expect. At the same time, organisations can intervene to reduce the chances of talent perception incongruence. Talent counseling and feedback could be an appropriate intervention that could prevent the happening of incongruence in talent perceptions. Employees may be provided with appropriate information on why they are not been included in the talent pool and what could improve their chances of getting into the pool next time. This could enhance their congruence levels and their intentions to stay in the organisation.

## 9.2 Suggestions

Based on the findings of the study the following suggestions are put forward, which could be adopted by organisations to gain maximum benefits from their talent management system.

9.2.1 Organisations must evolve and document an elaborate talent management strategy, which should be a part of the overall strategy of the human resource management department. Talent management strategy should be aligned with the business strategy of the organisation so as to gain acceptance and authenticity. Strategic intent and objectives of talent management should be clearly established and communicated to all stakeholders. The terminologies of talent management that the organisation would be using should also be documented. The various talent management practices that would be adopted by the organisation should be presented in the form of standard operating procedures. There is the need for a clear definition of talent in the organisation. This should be specific and based on objective criteria, and also has to be defined for each position. This document could be named as the talent management plan of the organisation.

9.2.2 This study showed that even amongst organisations which are the forerunners in talent management, the perception of the employees regarding these practices is only moderately high. This points towards the lack of communication in organisations regarding talent management. It is very important that the employees are well-informed about the talent management practices. The talent

management document must be shared with the employees during their onboarding or induction process. When placed in an organisation, the supervisors should take special care in educating the newly placed subordinates, the support that would be provided and the expectations from the employees with specific reference to talent management practices. This would ensure that talent management has strong links with the performance management system in an organisation.

9.2.3 Talent identification has considered as a grey area in this system as most organisations have still not perfected this aspect. But the influence of talent identification on employee retention makes it essential to focus on the same. Organisations have to identify and stipulate success profiles, which are combinations of qualifications, competencies, experience and personal attributes that contribute to exceptional performance. Using objective criteria and appropriate methods, this step has to be done in tandem with performance assessment.

9.2.4 Organisations should use a potential appraisal system to identify and assess the talent of employees. It should have a clear direction for evaluation and nomination of high potentials along with the accurate definition of what constitutes talent that would aid in finding the right employees for accelerated development opportunities. Such an appraisal system can provide clear and specific reasons for employee differentiation, which can answer why an employee is considered in the talent pool in a year and not in the next. Modern methods like

assessment centre, competency-based HRM etc. can contribute to better potential assessments.

- 9.2.5 Appraisal systems like 360 degree, 540 degree or 720 degree may be implemented to ensure that there is complete buy-in of various stakeholders in the talent identification and potential assessment process. If not so comprehensive, at least a 270-degree appraisal that includes evaluation of peers, need to be incorporated into the appraisal system. This could avoid instances where team members consider an employee as talented and he/she does not get into the talent pools of the organisation.
- 9.2.6 To yield benefits out of talent management, it is important to inform the talent status provided by the organisation to the employee. Organisation needs to formally inform the talent status given to the employees This provides more motivation among identified talents and reduces the false expectations of the unidentified employees.
- 9.2.7 This research has shown the importance of informational justice dimension in the talent management function. Many organisations are not using proper channels or involving the supervisors in addressing the concerns of the unidentified employees. They do not provide an option for the employees to seek clarifications from their organisations regarding the reasons for not getting included in the talent pool. This could be addressed by incorporating talent counselling as an integral part of performance feedback.
- 9.2.8 Talent development should be aligned with the Individual Development Plan (IDP) of the employees. Organisations should



take efforts to inform supervisors and employees regarding the development policies so that the employees come to know about the additional opportunities that are provided to talented employees and what is on offer for the unidentified employees so as to improve their chances of getting into the talent pool the next time. Supervisors should be trained to identify and provide talent development initiatives that would help employees achieve their talent goals. This would also help in improving the justice perceptions of the employees. It should be noted that talent development practices are different from the human resource development practices. HRD practices are an outcome of performance appraisal whereas talent development initiatives are consequences of potential appraisals.

- 9.2.9 When organisations have put in place a talent management strategy and appropriate practices, they can focus on the talent attraction part of talent management. Before investing in talent attraction practices, the organisations need to have achieved some level of maturity in their talent management practices. Otherwise, the talent that the organisation hires would not find enough opportunities for career growth in that organisation. They would become frustrated with inconsistent policies and practices and would leave the organisation.
- 9.2.10 Talent attraction can ensure that future talent requirements are met as well as ensuring that employees with high potential are included in the recruitment process. Organisations that have talent management practices should mention the same and popularise that aspect so that they can enable the building of an employer and employee brand. The success profiles that the organisations have developed for each

key position would become the job specification for talent attraction in the realm of talent management.

9.2.11 In the present study, talent perception of employees in higher levels of the organisational hierarchy was found to be higher than that of employees at the junior or middle level. This could be because organisations are focusing more on talent management of employees at higher levels as they may be deemed more valuable to an organisation. This is not necessarily bad for the organisation, but organisations should keep in mind that talent management practices can be very useful in the long run if the equal focus is given to employees at all levels. This would enable organisations to improve their succession planning, and for employees, more effective career management opportunities.

### **9.3 Conclusion**

The present study underlines the importance of investing in talent management practices and the effectiveness of these practices has been measured in the form of intention to stay of employees. When employees perceive higher talent management practices, they show more interest to stay back with their organisations. As stay intentions of employees have huge implications in the organisational performance in terms of financial and non-financial, the importance of investments in talent management can never be overlooked. The study has also thrown open several new chapters in the literature of talent management. A comprehensive framework to absorb the employee perception of talent management practices is the first one. The fact that talent strategizing has been the most strongly perceived

factor among the talent management practices is a clear indication of the importance that organisations are giving to this field as one with strategic implications. Talent identification being a factor that is not influencing many consequent variables is again an indication that organisations have not yet seriously focussed this aspect of talent management and hence there is enough potential for future developments, including research in this area.

The results of the study relating to organisational justice perceptions clearly indicate that there is room for improvement for organisations, especially on informational justice. The delivery mechanisms which include supervisors and other channels of organisational communication are not able to provide employees adequate and appropriate communication whenever employee differentiation happens, especially when it is not to the advantage of the employees. A very recent article has seriously described the ‘phenomenon of talent management secrecy’ especially related to talent designations of employees and its influence on talent management outcomes and elicited the need for future studies (Maria Christina Meyers et al., 2017). The predictors of intention to stay revealed in this study emphasise the need for more openness in the entire talent management system.

The present study is unique in the way in which it has included talent perception congruence as an intervening variable in the relationship between talent management practices and intention to stay. The results show that talent perception congruence is the strong predictor of employees’ intention to stay. Its mediational role implies that the effectiveness of talent management practices as a retention strategy depends on the congruence perception of employees.

In short, the current results underline the importance of strategic alignment, open communication, and, an appropriate assessment that would pave the way for talent management becoming an industry-wide strategic intervention for the competitive advantage of organisations in the future of the human resource management landscape.

#### **9.4 Scope for future Research**

The present study identifies certain avenues of future research as follows.

- 1) A comparative study on how do employees with and without talent status vary in their perceptions of talent management practices, talent perception congruence and organisational justice.
- 2) There are various organisational and employee level talent management outcomes such as performance, employee engagement, job involvement etc. and studies could explore the mechanism on how talent management influences these outcomes with the help of the mediating variables in the present study.
- 3) The perception of talent management practices may differ from the actual practices in the organisation which could be attributed to the effectiveness of talent communication. A comparative study on this perspective could provide more insights.
- 4) The present model that depicts the relationship between talent management and employee retention could be validated across industries.

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## Appendices

### Appendix 1

#### QUESTIONNAIRE

This questionnaire seeks to collect information about the Talent management practices that organizations provide its employees and the corresponding attitudes felt by the employees. This study is academic in nature and no data would be shared with any organisation. Kindly make honest responses to all items as the identity of the respondents is not recorded and the information is kept confidential.

1. Name (Optional) :
2. Name of the Organisation (Optional):
3. Sex :  Male  Female
4. Age : \_\_\_\_\_ (write in years)
5. Educational Qualification : \_\_\_\_\_
6. Years of service in present organisation: \_\_\_\_\_ (write in years)
7. Level in management :  Junior  Middle  Senior

**Directions**

You may respond to each item by putting a tick mark (√) in the box of the rating scale at the most appropriate place that best describes your feelings or opinion. There is no right or wrong answer

**(1- Very Little Extent, 2- Little Extent, 3-Moderate Extent, 4- Great Extent 5- Very Great Extent )**

Sl. No	Statement	1	2	3	4	5
<b>Talent Strategizing</b>						
TS1	Organisation has a clear talent strategy which guides how organisation will attract, identify, develop, deploy and retain high potential employees.					
TS2	The CEO demonstrates visible ownership for the effective execution of the talent strategy.					
TS3	Line manager is held accountable for the effective implementation of the talent management process					
TS4	There is top management support and sponsorship for the talent management activities in the organisation.					
TS5	Organisation has a well defined competency framework which depicts the competencies that are relevant for the organisational success.					
TS6	Organisation clearly identifies the positions that are of strategic importance (key positions).					
TS7	There is a clear definition for high-potential employees in the organisation.					
TS8	Organisation makes formal announcement of availability of high potential programs.					
TS9	High potential employees are formally recognised in our organisation					



<b>Talent Identification</b>						
TI1	A reliable committee effectively review the high potential nominations.					
TI2	There are standardised metrics/parameters to identify high potential employees.					
TI3	Organisation conducts potential assessment to identify high potential employees.					
TI4	Organisation uses assessment centres to identify the potential of employees.					
TI5	Employees are formally informed about their potential assessment results.					
<b>Talent Attraction</b>						
TA1	Organisation has a good employee value proposition in place to attract high potential candidates.					
TA2	Organisation taps diverse sources to hire high potential candidates.					
TA3	Organisation follows flexible compensation rules in hiring high potential candidates.					
TA4	Organisation hire high potential employees at all levels (Junior, Middle, Senior).					
TA5	Organisation has different recruiting strategy for each type of talent.					
TA6	Senior managers actively participate in hiring process of high potential employees at all levels.					
<b>Talent Development</b>						
TD1	Organisation provides mentoring and buddying schemes to facilitate career and personal development.					
TD2	Organisation provides 360 degree feedback based on the performance feedbacks gathered from number of sources.					

TD3	Organisation creates job rotation opportunities by providing systematic transfers to different jobs within an organisation.					
TD4	Organisation provides external and internal coaching for developing specific skills.					
TD5	Organisation provides opportunities to participate in courses at external institutions.					
TD6	Organisation provides cross-functional project assignments.					
TD7	Organisation provides Job shadowing opportunities.					
TD8	Organisation facilitates high potential employee to prepare an individual development plan (IDP) based on the assessment results.					
TD9	Organisation review Individual development plan progress of high potential employee at regular intervals					
TD10	High-potential employees are recommended with alternate career paths based on career profiles.					

**Directions**

You may respond to each item by putting a tick mark (√) in the box of the agreement scale at the most appropriate place that best describes your feelings or opinion. There is no right or wrong answer

**(1-Strongly Disagree, 2- Disagree, 3- Neither Agree nor Disagree, 4- Agree, 5- Strongly Agree)**

	STATEMENT	1	2	3	4	5
<b>Distributive Justice</b>						
DJ1	Talent management outcomes reflect the effort I have put into my work.					
DJ2	Talent management outcomes reflect what I have contributed to our organisation.					
DJ3	Outcomes I receive through talent management are justified, with my performance and potential.					

<b>Procedural Justice</b>						
PJ1	I am able to express my views and feelings during talent management procedures.					
PJ2	My performance and potential have influence over the outcome of the talent management procedures.					
PJ3	Talent management procedures have been applied consistently in our organisation.					
PJ4	Talent management procedures in our organisation are free of bias.					
PJ5	Talent management procedures have been based on accurate information.					
PJ6	I am able to appeal the outcomes of the talent management procedures.					
PJ7	Talent management procedures have always upheld ethical and moral standards.					
<b>Interpersonal Justice</b>						
INTJ1	My manager treats me in a polite manner.					
INTJ2	My manager treats me with dignity.					
INTJ3	My manager treats me with respect.					
INTJ4	My manager refrains from improper remarks or comments.					
<b>Informational Justice</b>						
INFJ1	My manager has been honest in his communications with me.					
INFJ2	My manager explains the talent management procedures thoroughly.					
INFJ3	Explanations of the manager regarding the talent management procedures are reasonable.					
INFJ4	My manager communicates details on talent management procedures in a timely manner.					
INFJ5	My manager tailors his communications to individuals' specific needs.					

**Directions**

You may respond to each item by putting a tick mark (✓) in the box of the agreement scale at the most appropriate place that best describes your feelings or opinion. There is no right or wrong answer

**1-Strongly Disagree, 2- Disagree, 3- Neither Agree nor Disagree, 4- Agree, 5- Strongly Agree)**

<b>Intention to Stay</b>					
IS1	I never think about leaving my organisation.				
IS1	I would be reluctant to leave my organisation in the near future.				
IS2	Under no circumstances I would leave my present job				
IS3	I plan to stay in my organisation for next five years				
<b>Talent Perception Congruence</b>					
TPC1	The status that the organisation has given me regarding potential (high potential or low potential) is consistent with how I see myself.				
TPC1	The status that the organisation has given me regarding potential (high potential or low potential) is consistent with how I like to see myself.				
TPC1	The status that the organisation has given me regarding potential (high potential or low potential) is consistent with how I believe others see me.				
TPC1	The status that the organisation has given me regarding potential (high potential or low potential) is consistent with how I like others to see me.				

*Thank You*

**List of Publications**

- [1] *'Talent Management and Employee Retention: Implications of Job Embeddedness - A Research Agenda'*, Journal of Strategic Human Resource Management, Vol. 5(2), June 2016
- [2] *'Talent Management: A Process View'*, International Journal of Social Science & Interdisciplinary Research IJSSIR (ISSN 2277-3630), Vol. 5 (12), pp. 66-79, Dec 2016
- [3] *'Talent Development Practices and Employees' Intention to Stay: An Empirical Study in Knowledge Intensive Organisations'*, Journal of Management & Entrepreneurship (JME), June 2017

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## MAJOR STUDIES OF TALENT MANAGEMENT

Sl. No	Author, Year	Variables	Findings
1.	Lockwood (2006)	Employee Engagement, Employee Turnover	Talent management practices will result in more engaged employees and lower turnover
2.	CIPD (2007)	Organisation's Image, Employer Branding, Employee Engagement, Employee Retention	Talent management is a tool to enhance an organisation's image, support employer branding in the labour market, enhance employee engagement and improve retention
3.	Hughes & Rog (2008)	Employee Recruitment, Employee Retention, Employee Engagement	Effective talent management strategy for organisations lead to improved employee recruitment and retention rates and enhanced employee engagement which will lead to improved operational and financial performance.
4.	Yapp (2009)	Productivity Quality and Revenue, Customer Satisfaction, Brand and Reputation, Employer Brand Cost of Recruitment.	The perceived costs of failures in talent investments which include failure to deliver the required productivity, quality and revenue, lowered customer satisfaction, brand and reputation, unfavourable perception of the employer brand and difficulty in attracting or retaining the best talent increased the cost of recruitment.

5.	Sharma & Bhatnagar (2009)	Employee Recruitment, Employee Retention, Succession Planning	The talent mindset of the organisation helps in recruiting the best talent from the competitors, reduced the attrition of the top talent employees and fill the key positions through succession planning
6.	Tymon, Stumpf, & Doh (2010)	Employee Retention, Satisfaction with the Organisation, Career Success.	Intrinsic rewards play a critical role in determining employee retention, satisfaction with the organisation, and career success.
7.	Bethkelangenegger & Mahler (2010)	Corporate Profit, Corporate Attractiveness.	The talent management strategy has a significant positive impact on corporate profit and corporate attractiveness.
8.	Vivas-López, Peris-Ortiz, & Rueda-Armengot, (2011)	Organisational Learning	There is a relationship between talent management and organisational learning in Spanish companies.
9.	Sheehan (2012)	Subsidiary Performance	The investments in talent management, mainly for the development of the high potential line managers have a positive effect on perceived subsidiary performance.
10.	Chadee & Raman (2012)	Firm Performance	There is positive influence of talent management and external knowledge on firm performance and that talent management strongly mediates the relationship between external knowledge and performance.



11.	Ewerlin (2013)	Employer Attractiveness	There is a positive influence of talent management programmes on employer attractiveness.
12.	Altınöz, Çakıroğlu, & Çöp (2013)	Organisational Trust, Organisational Efficiency, Performance.	Talent management has a significant positive effect on organisational trust, organisational efficiency, and performance.
13.	Barkhuizen, Mogwere, & Schutte (2014)	Work Engagement	There is a positive relationship between some talent management and work engagement dimensions.
14.	Latukha (2014)	Market Share Customer Satisfaction, Profitability Revenue Growth.	Talent management positively influences company's aggregate achievement which includes market share, customer satisfaction, profitability and revenue growth.
15.	Bayyurt & Rizvi (2015)	Organisational Effectiveness	The five dimensions of talent management, human resource policy, training and development, ability and motivation have a strong positive impact on perceived organisational effectiveness.
16.	Krebs, Marius, & Kabst (2017)	Workforce Performance	There is a positive relationship between talent management and workforce performance.
17.	Dries & Pepermans (2008)	Intention to Leave	High potential employees who are benefited from talent management system had a low intention of leaving their current organisation in the future.

18.	Gussenhoven, (2009)	Organisational Commitment, Psychological Contract Fulfilment.	The talent management practices had an indirect effect on affective organisational commitment via psychological contract fulfilment.
19.	Vural, Vardarlier, & Aykir (2012)	Employee Commitment	Talent management practices integrated with performance management have a moderate positive influence on the employee commitment.
20.	Björkman, Ehrnrooth, Makela, Smale, & Sumelius (2013)	Performance Demands, Commitment to build Competencies, Support the strategic priorities of the firm Identification with the unit and the company.	The individuals who perceive that they are identified as talent are more likely to accept increasing performance demands, commitment to build competencies, actively support the strategic priorities of the firm and show more identification with the unit and the company.
21.	Chami-malaeb & Garavan (2013)	Intention to Stay Affective Commitment	The talent and leadership development practices were positively related to intention to stay and affective commitment.
22.	Gelens, Dries, Hofmans, & Pepermans (2014)	Distributive Justice, Employee's Identification, Job Satisfaction.	The distributive justice perceptions were significantly higher for employees identified as a high potential, and the perceived distributive justice fully mediated the relationship between an employee's identification and the level of job satisfaction.

23.	Gelens, Dries, Hofmans, & Pepermans (2014)	Organisational Support	Employees who were designated as talent had a stronger perception of organisational support, and the relationship between an employee's designation as talent and affective commitment is mediated by perceived organisational support.
24.	Alias, Nor, & Hassan (2014)	Employee Engagement	Talent management practices namely managerial support, employee career development, and rewards and recognition have a positive relationship with employee engagement.
25.	Luna-arocas & Morley (2015)	Job Performance Job Satisfaction	There is a significant relationship between talent mindset competency and job performance which is mediated by job satisfaction.
26.	Mensah (2015)	Employee Performance	Talent management affects employee performance through talent management outputs.
27.	Plessis, Barkhuizen, Stanz, & Schutte (2015)	Turnover Intentions Perceived Support	The relationship between talent management and the turnover intentions of 'Generation Y' employees, and the intervening role of perceived support.
28.	Khoreva & Vaiman (2015)	Willingness to Participate in Leadership Development Activities, Actual Participation.	The association between talent identification, perceived effectiveness of leadership development activities, willingness to participate in those activities and actual participation.

29.	Seopa, Wöcke, & Leeds (2015)	Psychological Contract, Organisational Citizenship Behaviour, Organisational Commitment Trust Turnover Intentions.	The impact of inclusion or exclusion in the talent pool on the employee's psychological contract, organisational citizenship behaviour, organisational commitment, trust, and turnover intentions.
30.	Polonia & Manuel (2017)	Managers' Involvement Satisfaction.	Managers' responses to informal and formal talent management practices in organisations and its influence on managers' involvement in the talent management design process, the level of skill usage, and level of satisfaction.
31.	Khoreva, Vaiman, & Van Zalk (2017)	Leadership Competence Development, Psychological Contract Fulfilment.	The perception of talent management practices significantly influences the commitment of employees towards leadership competence development, mediated by psychological contract fulfilment.
32.	De Boeck, Dries, & Meyers (2017)	Commitment Satisfaction Beliefs in Knowledge, Skills, and Abilities (KSA) Employee Performance, Turnover Intention	Talent management practices and talent status increases outcomes like commitment, satisfaction, beliefs in knowledge, skills, and abilities (KSA), and employee performance, and decreases the turnover intention of employees.

**VALUES OF INTER-CONSTRUCT CORRELATIONS**

**Inter-Construct Correlations of the Talent Management Practises**

	<b>TS</b>	<b>TA</b>	<b>TD</b>	<b>TI</b>
<b>TS</b>	0.840			
<b>TA</b>	0.810	0.860		
<b>TD</b>	0.814	0.778	0.859	
<b>TI</b>	0.833	0.757	0.784	0.878

**Inter-Construct Correlations of all the Latent Variables in the Study**

	<b>DJ</b>	<b>TS</b>	<b>TI</b>	<b>TA</b>	<b>PJ</b>	<b>INS</b>	<b>TPC</b>	<b>INTJ</b>	<b>INFJ</b>	<b>TD</b>
<b>DJ</b>	0.919									
<b>TS</b>	0.759	0.840								
<b>TI</b>	0.705	0.833	0.878							
<b>TA</b>	0.729	0.810	0.757	0.860						
<b>PJ</b>	0.864	0.807	0.740	0.770	0.892					
<b>INS</b>	0.585	0.550	0.534	0.520	0.609	0.903				
<b>TPC</b>	0.826	0.732	0.678	0.686	0.808	0.606	0.923			
<b>INTJ</b>	0.612	0.563	0.484	0.522	0.615	0.447	0.566	0.905		
<b>INFJ</b>	0.749	0.727	0.647	0.703	0.782	0.636	0.697	0.726	0.906	
<b>TD</b>	0.742	0.814	0.784	0.778	0.800	0.549	0.736	0.512	0.701	0.859

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