

Impact of Talent Management on Organizational Performance

Divyanshu chauhan¹ and Jatin Yadav²

¹ (Research Scholar, Bhagwant University, Ajmer, Rajasthan)

² (Associate professor, Bhagwant University, Ajmer, Rajasthan)

Abstract:

Talent management involves strategies to find, recruit, hire, train, motivate, and retain high-potential employees, who can contribute to a company's success. The IT sector particularly emphasizes providing a supportive workplace, encouraging independence, fostering open communication, and recognizing and rewarding hard work. Effective talent management practices can significantly impact organizational productivity and performance. This study focuses on talent management practices in the IT sector, analyzing how various strategies affect employee performance. Data were collected through a questionnaire distributed to 50 IT professionals in Delhi. The data were analyzed using descriptive statistics, t-tests, ANOVA, and correlation analysis to determine the relationship between talent management practices and employee performance. The analysis revealed that talent management practices positively influence employee performance in the IT sector. Specifically, practices like providing tailored training, feedback on performance, and recognizing hard work were highlighted. Significant differences were found in how these practices affected employees based on gender, age, and educational qualifications. The findings suggest that IT companies must adopt comprehensive talent management strategies to enhance productivity and retain top talent. Offering competitive salaries, flexible work environments, and addressing employees' emotional well-being are crucial. Tailoring these practices to individual employee profiles can further optimize their effectiveness.

Key Words: Talent Management Methods, Employee Engagement, and the IT Industry

Date of Submission: 14-08-2024

Date of Acceptance: 31-08-2024

I. Introduction

Today, human capital is the most valuable asset for any business, and it is crucial to an organization's current success and future growth. To assure their future success, all businesses are making large expenditures in human resources, both new hires and employee training. To achieve this goal, it is necessary to recognize and make use of the talents and abilities already present in the workforce. Finding and hiring top personnel for open jobs at the right moment is receiving a lot of attention from companies as a means to boost productivity and bottom lines. Effective talent management approaches are being implemented by companies to accomplish their goals. The company is adopting these procedures to better serve its employees.

Recruiting, recognizing, developing, engaging, and retaining high-potential employees that provide value to their organizations by their contributions and productivity are all examples of talent management techniques. Talent management entails fostering an environment where employees are encouraged to think creatively, try new things, develop their problem-solving and intellectual skills, and cultivate their own unique qualities while having those of others recognized and affirmed in order to retain good employees and motivate them to do better work. Brand management strategies are increasing productivity, enhancing competitiveness, and keeping talented employees from leaving their companies.

Successful tactics and approaches include things like recognizing differences in workplace culture and creating a succession plan for staff. Personnel are drawn to companies with strong talent management procedures, such as those that have built a strong reputation and brand to keep their best employees. In addition to fostering a fruitful partnership with customers and other stakeholders, personnel management strategies are a major factor in an organization's capacity to survive and thrive over time. Armed with this knowledge, an examination of talent management practices and employee output in the IT sector is conducted.

II. Review of Related Literature

Singh V.B., 2022 noted that industrial relations is a fluid and evolving notion that encompasses more than just the union-management dynamic; it also includes the broader, more typical connections that exist between workers and their employers. His research centered on the changing nature of industry, with

implications for improved interactions between employers and staff. He said that the skill of working with coworkers is a means to better output, more efficiency, happier workers, and greater industrial advancement. Establishing and maintaining peaceful industrial relations, as well as constructing new attitudes and institutions, all need the presence of healthy human ties between employees and management. As a result, the only way for any industry to succeed is if there is mutual respect and cooperation between its members. said that industrial relations is a fluid and evolving notion that encompasses more than just the union-management connection and the simplistic idea of labor-capital conflict that is often simplified to reduce the complexity of the issue.

Sarosh and Christopher, 2022 business and labour have seen a shift in their relative influence as a result of these developments, the authors of the report argue. As a result of pressure to compete on both a national and international scale with the finest in the world, Indian businesses have sought more leeway in staffing levels, restructured industrial relations, attempted labor-management cooperation, and avoided unions in certain situations. In order to avoid liability under the Industrial Disputes Act, several employers began to move employees into supervisory and bureaucratic roles. Increases in quantitative flexibility were seen as the primary means of boosting the competitiveness of individual firms.

Thompson Robert, 2021 was pointed out in the article that knowledge everyone in the company has a vested interest in the company's success. Having more women and people of colour in the workforce has had a favorable effect on employee relations by raising awareness of the unique challenges faced by these groups and reducing the sway of restrictive regulations.

Hegewisch, Brewster and Koubek, 2021, The authors of an essay focused on how the workforce has adapted to these shifts in policy. The countries of East Germany and the Czech Republic were used for this research. Changes in the responsibilities of line managers were emphasized in this analysis. Managers now have additional responsibilities beyond dispute resolution, including personnel reorganization, compensation and benefits, candidate vetting, programme creation and implementation, and improvement of working conditions. This was the single most significant change to the role of line managers, as they increasingly took on the role of "people manager" responsible for resolving issues affecting their staff. Increased responsibility for line managers in this way has improved their relationships with staff.

Saarunya & Soundria, 2021 shows that the primary talent management practices in the IT sector are to provide a pleasant workplace, to give employees a high degree of independence in their work, to encourage staff participation in decision-making, to try to provide employees with training tailored to their specific needs, to publicly acknowledge and reward employees, to conduct performance reviews in a fair and constructive manner, and to provide employees with constructive criticism. The talent management practices and employee makeup of the IT sector are strikingly at odds with one another. Businesses in the technology sector are obligated to provide competitive salaries and benefits, as well as an alternative work environment, due to the positive, moderate, and strong association between talent management practices in the IT sector and employee performance. Organizations in the IT field, meanwhile, need to understand and appreciate the significance of their employees' psychological well-being.

Macdonald, 2020, he explains in his article, globalization has altered the employer-employee relationship. He discussed how globalization has altered the nature of "IR and the kind and quality of these relations at the enterprise level, leading to non-hierarchical influence, continuous skill development, and individual player appraisal", a compensation practices given to the employees, and participation in decision-making by all employees. In what has been called a "paradigm shift," businesses have become more adaptable in their IR operations, transforming Industrial Relations into Employee Relations. This has led to more employee engagement and loyalty.

Rath and Misra, 2020 cited "Indian Local Economy", a book as evidence that 'the frames of argument must shift' in the context of the evolving field of international relations. This indicates that Indian foreign policy will almost certainly evolve in the future. The book suggests that, given the possible financial gains, banks should reconsider their current investing policies. The bank has implemented these policies because they are committed to creating an environment in which workers feel valued and have much opportunity to grow professionally. Accordingly, such results would result from TM practices, enabling for the building of a sustainable competitive edge by way of a happy, engaged, and young, brilliant team.

Wickramaaratchi & Perera, 2020 investigates the implications of the results for corporate leaders and financial institutions that have either invested in or are considering investing in TM practices. The study's findings provide support to the theory that companies who engage in TM practices would receive a return on their capital expenditures in the form of increased production. Customers place a high premium on bank employees' ability to assist them in meeting their financial goals, making it crucial for banks to engage in educating their personnel to achieve or retain a competitive edge. The results of the research provide credence to the merits of investing in the development of talent and offer motivation to individuals who would make such investments for personal gain. It's also worth noting that the TM signal has a positive association with JS, which may be strengthened by the aforementioned investments. As a result, a contented employee will contribute more

to the business.

Muralidhara, 2020 studies of human resource management and its practices, with an eye on enhancing both organizational and individual productivity. Additionally, it draws attention to the current need of designing HRM processes and policies with recruiting, development, and maintenance as their core focuses (retention and motivation). This study fills a gap in the existing literature by examining a cross-section of IT and ITeS firms in Mysore, a city in the Indian state of Karnataka.

Holoviak and De Cenzo, 2019 said in their study that "stable" employment are less in demand than "interesting and challenging" ones. Managers of small businesses must meet the needs of today's employees if they want to maintain a high level of productivity while cutting staff levels. A fair salary isn't enough; you need to be able to work well with your staff and find someone who will be inspired by the potential this position presents.

Purcell et al, 2019 studied about Managers' duties and talents in people management are undervalued and under-committed to in comparison to performance goals. Employee engagement is increasingly being considered as a result of strong employee interactions. Employee relations may be thought of as the beating heart of the high-performance mode since they foster true two-way participation in the work relationship.

Kshirsagar & Pandey, 2019 Regardless of the size of an organization, high morale may drastically improve performance. If the organization makes an effort to create an upbeat atmosphere, it might have a significant impact on employee morale. The results shown above demonstrate the importance of organizational policies in fostering positive morale among employees. Having clear and widely distributed regulations is very helpful for line managers. Managers' satisfaction and happiness are tied to the efficiency with which corporate policies are implemented. People like them demand a say in how government is run. People will recruit their friends and relatives if they believe their opinions and ideas are being taken into account in policymaking.

Bose, 2018 underlined that a great quality of work life is the outcome of employee connection strategies that match company aims and employee requirements. Employee engagement, industrial democracy, and worker participation were recognized as the three major schools of thinking on the problem. Two leather factories were surveyed, with 150 workers receiving questionnaires and only 107 responding.

Emphasized the value of good staff interactions in increasing output. The contribution of workers to output must be considered in the context of management techniques. The key to increasing productivity in a company is for management to share its goals with its staff. However, it is also crucial to treat workers with dignity. Employee relations initiatives that are freed from the constraints of conventional wisdom, he said, may achieve considerably greater success and boost business results.

Mehta, 2017 This study seeks to examine the effects of talent management strategies used by various service industry subsectors in light of the fact that high employee turnover in the service sector is a key source of lost productivity and increased training expenditures. The opinions of workers on the challenges they and their companies face while trying to adopt successful talent management techniques are also investigated. Research into developing a metric to measure the efficacy of talent management strategies in the workplace has begun.

Stephens et al, 2017 held a study that lays out best practises for fostering positive workplace interactions between employers and workers. Use cautious when forming coalitions with unions that are ruled by the government or the management. Carefully weigh the costs and benefits of maintaining the appearance of such stability vs fostering positive long-term employee connections.

Tulsidas & Vijayalaksmi, 2017 Employee interactions were improved with a focus on work-life balance, as described in their case study. For the sake of harmonious labour relations, most businesses strive to raise their workers' "quality of working life" (QWL) by promoting an atmosphere where everyone feels safe, respected, and valued in their job.

Swales & Blackburn, 2016, A survey of a single public sector organisation in northern Europe found that a lack of openness about management decisions was a major barrier to retaining talented employees. It is important to provide employees who are affected by talent decisions with a full explanation of those decisions and why they were made the way they were. It's crucial to be transparent about the criteria and method you'll be using to decide which applications to accept or reject. Talent pool employees expressed more confidence in their future with the organization than those who were not included.

Doug Williams, 2016, In his paper on employee relations, he argues that the top management priority should be to develop an internal market and learn about and meet the needs of the staff. It is now more important than ever to inform staff of management's strategic choices. He advocated for conducting employee surveys to learn about workers' preferences, views, and attitudes and acting on the results. When management wants to turn workers into brand ambassadors, they need to speak their language by being open and honest with them.

Somerick Nancy, 2016 publics are more inclined to see an employee as a credible source regarding what's actually going on, therefore poor employee relations may have a negative impact on the organization's

standing with other publics. A company can't have successful public relations if its internal relationships are strained. A two-way conversation between the evaluator and the evaluated, the dialogue style of assessment helps pinpoint issues across the company as a whole, not only those that arise within the workforce.

Harry Matlay, 2016 held research on good relations amongst employees, workers need to feel good about themselves, their jobs, and the business as a whole. They thought they were being treated unjustly and were given less information about career advancement chances inside the organization if they weren't chosen for the talent pool. According to studies, employers should gauge worker opinion on talent pool designs before rolling them out.

Capelli Peter, 2015, Talent management, as he pointed out in his HBR essay, is not an aim in and of itself. This has nothing to do with reducing attrition rates or preparing personnel for future leadership roles. It serves the overarching goals of the company, which in most cases boil down to producing a profit. Peter presented a talent-on-demand framework, which is like just-in-time production but for software development. The most cutting-edge methods of talent management use four guidelines derived from the field of operations and supply chain management.

Groysberg et al, 2015 Offers cutting-edge methods for steering the careers of future leaders. Aligning the programme, with business objectives, rather than adopting cookie cutter techniques, was cited as the most effective weapon in the fight for talent. Human resources must not be assigned the role of talent manager. Upper-level management participation is required.

Maura Sheehan, 2014 Extensive research as stated in beginning with people, this method of talent management begins with the identification of critical talent roles or groups. This reflects the growing consensus that companies should differentiate roles more sharply, giving more weight to strategic than instead of non-strategic positions or distinguishing between organizational functions that offer just marginal influence and those that can give above-average impact.

Lewis and Heckman, 2014 noted that there are major schools of thinking on talent management. For the initial driving forces, they defined them as those that rename HR to "talent management." Research in this vein often narrows down on one or two HRM processes at a time, such hiring, training, or preparing for the next generation of leaders.

Stuart Kotze and Dunn, 2014 talent is made up of two parts, ability (now performance) and potential (future potential) (potential performance). Capability refers to the future, whereas ability focuses on the here and now. Both have an objective reality that can be verified and quantified. Being able to accomplish something new or more difficult and sophisticated in the future, not simply doing the same thing you're good at today. The capacity to adapt to new situations is one of humanity's most impressive traits.

III. Methodology

Objectives of the Study

The purpose of this study is to investigate the talent management strategies in the IT industry and the socio-economic profile of employees.

Hypotheses of the Study

- Gender of the respondents does not affect the talent management strategies of the organizations
- Age of the respondents does not affect the talent management strategies of the organizations
- Educational Qualifications of the respondents does not affect the talent management strategies of the organizations

The city of Delhi serves as the location for the current research. The workers who work in the information technology field are selected at random, and a questionnaire is used to gather data from fifty of those individuals. In the examination of talent management techniques in the information technology industry, mean and standard deviation are used, and percentages are utilized to assess personnel profiles. The t-test and the ANOVA test are used to determine whether or not there is a difference between talent management techniques in the IT industry and the socio-economic profile of workers. In the information technology industry, a correlation analysis is used to evaluate the relationship between talent management methods and the performance of personnel.

IV. Data Analysis

This section examines the influence of gender, age, and educational qualifications on talent management practices in the IT sector. Data were analyzed using descriptive statistics, t-tests, and ANOVA. The results indicate significant differences in talent management practices based on these demographic factors.

Table no 4.1:Includes Talent management practices in IT Sector

Descriptive Statistics			
	N	Mean	Std. Deviation
Gender Of The Respondents;	50	1.50	.505
Age Of Respondents	50	2.20	.969
Education	50	2.16	.817
The Working Conditions At My Firm Are Among The Best In The Organization.	50	2.90	1.329
The Workers Of My Organization Get Fair Compensation As Well As Other Benefits.	50	2.38	1.323
The Workers At My Organization Have Complete Freedom In Their Work Lives.	50	2.40	1.278
Employees At My Business Are Given The Opportunity For Flexible Scheduling.	50	2.24	1.546
Training Based On Employees' Individual Needs Is Being Organized By My Firm For Other Workers.	50	3.16	1.267
Employees At My Organization Are Being Recognized And Rewarded For Their Hard Work.	50	2.46	1.373
The Workers At My Firm Will Soon Be Evaluated According To A System That Is Both Objective And Productive.	50	2.72	1.278
My Organization Is Now Giving Workers With Feedback On Their Overall Performance.	50	2.94	1.406
My Organization Is Showing The Appropriate Level Of Regard For The Sentiments And Feelings Of Its Staff Members.	50	2.92	1.523
Valid N (Listwise)	50		

The employees of IT sector are neutral with their company in providing “Training Based On Employees' Individual Needs Is Being Organized By My Firm For Other Workers” and “My Organization Is Now Giving Workers With Feedback On Their Overall Performance” while the employees are disagree on their company in providing “My Organization Is Showing The Appropriate Level Of Regard For The Sentiments And Feelings Of Its Staff Members”, “ The Workers At My Firm Will Soon Be Evaluated According To A System That Is Both Objective And Productive”, “The Working Conditions At My Firm Are Among The Best In The Organization”, “The Workers Of My Organization Get Fair Compensation As Well As Other Benefits”, “The Workers At My Organization Have Complete Freedom In Their Work Lives”, “Employees At My Business Are Given The Opportunity For Flexible Scheduling” and “Employees At My Organization Are Being Recognized And Rewarded For Their Hard Work”.

Hypothesis I

H₀1: Gender of the respondents does not affect the talent management strategies of the organizations

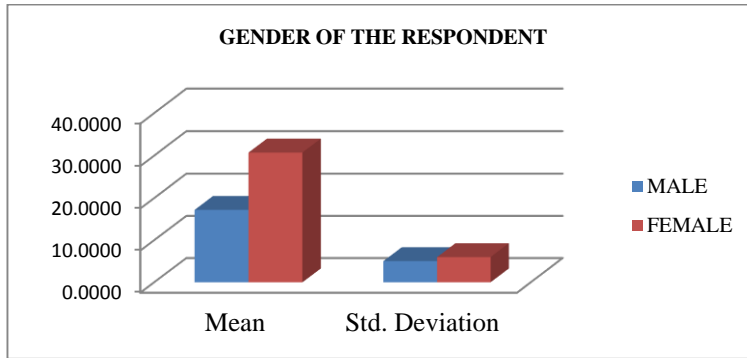
H₁1: Gender of the respondents has an affect the talent management strategies of the organizations

In order to test the null hypothesis that there is significant difference in talent management strategies with gender (male and female), the t-test between the two groups was computed as given below in Table 6.2 and graph 6.1.

Table no 4.2:Descriptive analyses of group statistics of gender with reference to talent management practices

Group Statistics					
GENDER OF THE RESPONDENTS;		N	Mean	Std. Deviation	Std. Error Mean
TALENT MANAGEMENT PRACTICES	MALE	25	17.2000	5.03322	1.00664
	FEMALE	25	30.7200	5.98275	1.19655

From the table 6.2, Descriptive status of talent management strategies of male and female has been analyzed and it is found that mean score and standard deviation of females with reference to talent management strategies are better than the mean score and standard deviation of boys with reference to talent management strategies. It can be concluded from this descriptive statistical analysis that both genders haslarger integrated talent management strategies which shows there is significance difference between male and female with reference to talent management strategies.



Graph no 4.1: Gender of the respondent

Table no 4.3: Statistical Tools Used: - Independent Sample T-Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
TALENT MANAGEMENT PRACTICES	Equal variances assumed	2.876	0.096	-8.646	48	0.01	-13.52	1.56367	-16.664	-10.376
	Equal variances not assumed			-8.646	46.634	0.01	-13.52	1.56367	-16.666	-10.374

Since P value < 0.05, null hypothesis is rejected in the case of talent management practices.

Influence: From the table no. 6.3, it is analyzed that there is significance difference between gender with reference to talent management practices.. Basic Significance value of data analysis is 0.05 but in this data analysis, its significance value is 0.01, that why null hypothesis is rejected.

Hypothesis II

H₀2: Age of the respondents does not affect the talent management strategies of the organizations

H₁2: Age of the respondents has an affect the talent management strategies of the organizations

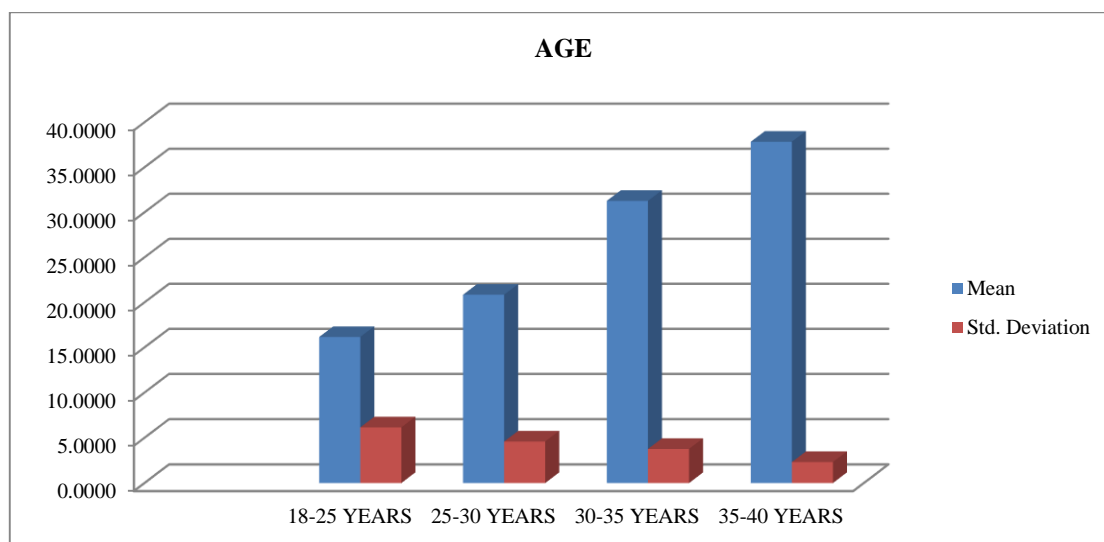
In order to test the null hypothesis that there is significant difference in talent management strategies with age, the t-test between the two groups was computed as given below in Table 6.4 and graph 6.2.

Table no 4.4: Descriptive Analyses of Group Statistics of Age Factors Of The Respondents With Reference To Talent Management Practices

DESCRIPTIVES										
TALENT MANAGEMENT PRACTICES										
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
						Lower Bound	Upper Bound			
18-25 YEARS		13	16.1538	6.1488	1.70537	12.4382	19.8695	1	28	
25-30 YEARS		20	20.85	4.59147	1.02668	18.7011	22.9989	13	30	
30-35 YEARS		11	31.2727	3.7707	1.13691	28.7395	33.8059	25	36	
35-40 YEARS		6	37.8333	2.31661	0.94575	35.4022	40.2645	34	41	
Total		50	23.96	8.75042	1.2375	21.4732	26.4468	1	41	
Model	Fixed Effects			4.71643	0.667	22.6174	25.3026			
	Random Effects				4.71513	8.9543	38.9657			75.0262

From the table 6.4, Descriptive status of talent management strategies of age of employees has been analyzed and it is found that there is a big difference among mean score and standard deviation of different age groups with reference to talent management strategies.

It can be concluded from this descriptive statistical analysis that all age groups has very larger integrated talent management strategies which shows there is significance difference between differ age groups of employees with reference to talent management strategies.



Graph no 4.2- Age of the Respondents

Table no 4.5: Statistical Tools Used: One Way Anova

ANOVA					
TALENT MANAGEMENT PRACTICES					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2728.663	3	909.554	40.889	.001
Within Groups	1023.257	46	22.245		
Total	3751.920	49			

Since P value < 0.05, null hypothesis is rejected in the case of talent management practices.

Influence: From the table no. 6.5, it is analyzed that there is significance difference between age with reference to talent management practices. Basic Significance value of data analysis is 0.05 but in this data analysis, its significance value is 0.01, that’s why null hypothesis is rejected.

Hypothesis III

H₀₃: Educational Qualifications of the respondents does not affect the talent management strategies of the organizations

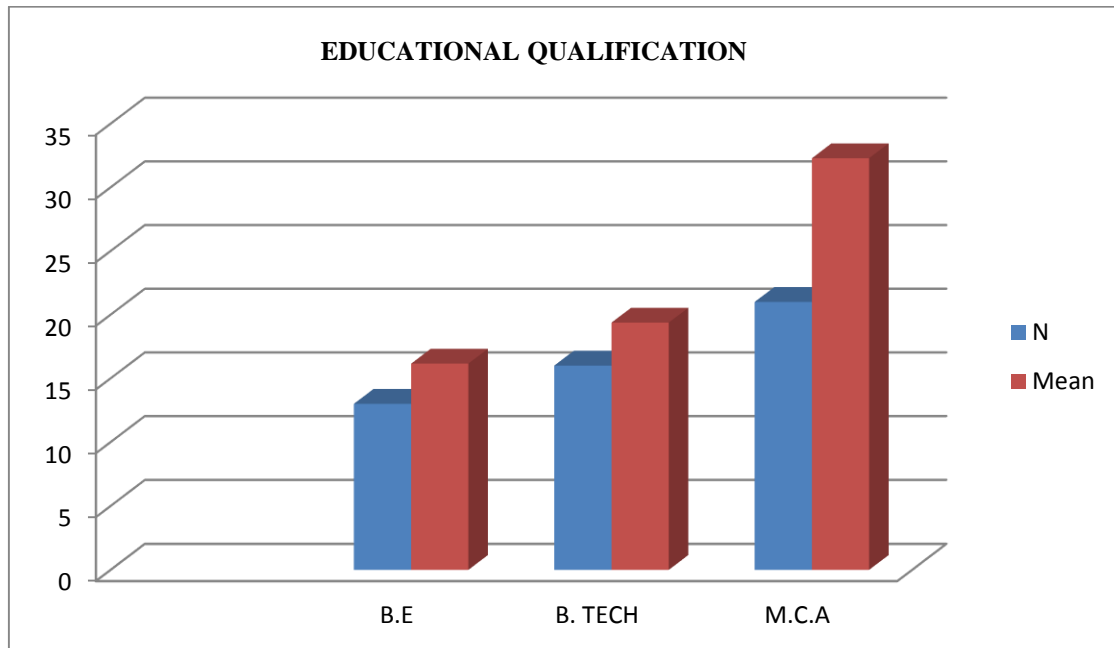
H₁₃: Educational Qualifications of the respondents has an affect the talent management strategies of the organizations

In order to test the null hypothesis that there is significant difference in talent management strategies with Educational Qualifications, the t-test between the two groups was computed as given below in Table 6.6.

Table no 4.6: Descriptive Analyses of Group Statistics of Educational Qualifications of the Respondents With Reference to Talent Management Practices

DESCRIPTIVES									
TALENT MANAGEMENT PRACTICES									
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
B.E	13	16.1538	6.1488	1.70537	12.4382	19.8695	1	28	

B. TECH		16	19.375	3.4617	0.86542	17.5304	21.2196	13	24
M.C.A		21	32.2857	5.16859	1.12788	29.933	34.6384	22	41
Total		50	23.96	8.75042	1.2375	21.4732	26.4468	1	41
Model	Fixed Effects			4.9845	0.70492	22.5419	25.3781		
	Random Effects				5.23087	1.4534	46.4666		77.5551



Graph no 4.3: Educational Qualifications

From the table 6.6, Descriptive status of talent management strategies of Educational Qualifications of employees has been analyzed and it is found that there is a big difference among mean score and standard deviation of different Educational Qualifications with reference to talent management strategies. It can be concluded from this descriptive statistical analysis that Educational Qualifications has very larger integrated talent management strategies which shows there is significance difference between differ Educational Qualifications of employees with reference to talent management strategies.

Table no 4.7: Independent Tools Used: One Way Anova

ANOVA					
TALENT MANAGEMENT PRACTICES					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2584.19	2	1292.1	52.006	0.03
Within Groups	1167.73	47	24.845		
Total	3751.92	49			

Since P value < 0.05, null hypothesis is rejected in the case of talent management practices.

Influence: From the table no. 6.7, it is analyzed that there is significance difference between Educational Qualifications with reference to talent management practices. Basic Significance value of data analysis is 0.05 but in this data analysis, its significance value is 0.03, that why null hypothesis is rejected.

V. Conclusion

According to the information that is just shown, it is clear that the techniques of talent management that have been implemented by the information technology industry are promoting a great working environment, offering workers complete According to the information that was presented earlier, but these practices are working differently with respect to their gender, age, and Educational Qualifications, as it is explained above, female took part more efficiently in the management practices in comparison or male, while people with lesser age taking active part in the IT sector introduced practices, and people with higher qualifications understood

their practices more effectively. According to the findings of the aforementioned study, it seems that the effectiveness of newly implemented management methods in the IT industry varies from person to person and does rely on the individual's gender, age, and educational credentials. Based on the findings of the research presented above, it is recommended that firms in the IT sector provide competitive remuneration and benefits, in addition to a flexible working environment. In addition, companies operating in the information technology industry would be wise to pay attention to the attitudes and feelings of the employees working for them.

[1]. **References**

- [2]. Beaumont Richard (2018), How sound employee relations contribute to profitability, *AMA Forum*, 71(10), 29-30.
- [3]. Bose Indranil (2018), "Employee Relations Climate in Leather Industry in Kolkata", *The Indian Journal of Industrial Relations*, 49(1), July 2013.
- [4]. Capelli Peter (2015), *Talent Management for 21st Century*, *Harvard Business Review*, 74-81.
- [5]. Charles R. Greer and Gregory K. Stephens (2017), *Employee Relations Issues for U.S. Companies in Mexico*, *California Management Review* 38(3), SPRING, 121-145.
- [6]. Doug Williams (2016), *Employee Relations*, *Business and Economic Review*, 1997,8-11.
- [7]. Harry Matlay, (2016) "Employee relations in small firms: A micro-business perspective", *Employee Relations*, 21 3, 285 – 295.
- [8]. Hegewisch, Brewster and Koubek (2021), "Employee relations in Czech Republic & East Germany", *Industrial Relations Journal*, 27(1), 50-64.
- [9]. Holoviak Stephen and De Cenzo David (2019), *Effective Employee Relations: An Aid In Small Businesses' Struggle For Survival*, *American Journal of Small Business*, VI(3), Jan.-Mar.1982.
- [10]. Kuruvilla Sarosh and Erickson Christopher L (2022), "Change and transformation in Asian industrial relations", *Industrial Relations*, 41(2), 171-228
- [11]. Kshirsagar, S., & Pandey, S. (2019). *Impact of organization policies on the morale of line managers in Mumbai*. November. <https://doi.org/10.4108/eai.18-12-2018.22838337>.
- [12]. Lewis, R.E.& Heckman, R.J. (2014). *Talent management: A critical review*. *Human Resource Management Review*, 16(2), 139-154.
- [13]. Macdonald David (2020), *Industrial Relations And Globalization: Challenges For Employers And Their Organizations*, ILO Workshop on Employers' Organizations in Asia-Pacific in the Twenty-First Century, Turin, Italy.
- [14]. Maura Sheehan, (2014),"Developing managerial talent: Exploring the link between management talent and perceived performance in multinational corporations (MNCs)", *European Journal of Training and Development*, 36(1) 66- 85
- [15]. Mehta, M. (2017). *Talent management practices in the service sector: A case study of Punjab and Haryana*. Lovely Professional University, 1–180.
- [16]. Muralidhara, S. V. (2020). *A STUDY ON IMPACT OF HR PRACTICES ON EMPLOYEE ENGAGEMENT IN THE SELECTED IT / ITes COMPANIES WITH SPECIAL REFERENCE TO MYSORE CITY*. 8(11), 4–11.
- [17]. Nohria Nitin, Fernandez Claudio and Groysberg Boris (2015), *How to hang on your high potential*, *Harvard business review* October,62-69
- [18]. PURCELL, J., KINNIE, N. and HUTCHINSON, S. (2019) *Understanding the people and performance link: unlocking the black box*. London: Chartered Institute of Personnel and Development.
- [19]. Rath Devashis and Misra Snigdharani (2020), *Future of Industrial Relations and Industrial Relations in Future*, *Vikalpa*, 21(4),47-54 October-December 1996.
- [20]. SAARUNYA, M. M., & SOUNDRIA, S. M. (2021). *A Study On Talent Management Practices And Performance Of Employees In It Sector In Chennai*. *Nveo-Natural Volatiles & ...*, 8(4), 11937–11948. <http://www.nveo.org/index.php/journal/article/view/2472>.
- [21]. Singh V.P (2022), *Climate for Industrial Relations: A Study of Kanpur Cotton Mills*, Allied Publishers, Bombay
- [22]. Stuart-Kotze, R. & Dunn, C. (2014). *Who are you best people? How to find, measure and manage your top talent*. Britain: Prentice Hall
- [23]. Somerick Nancy (2016), *Strategies for Improving Employee Relations by Using Performance Appraisals More Effectively*, *Public Relations Quarterly*, 37-39 *HR Magazine*
- [24]. Thompson, Mann and Hutson, (2021). *The Changing Character of Employee Relations*, *JOURNAL OF LABOR RESEARCH*, 311-321.
- [25]. Tulasi Das V. and Vijayalakshmi (2017), *Quality of Work Life - A Strategy for Good Industrial Relations*, *Advances In Management*, 6 (11),8-15.
- [26]. Wickramaaratchi, D. R., & Perera, G. D. N. (2020). *The Impact of Talent Management on Employee Performance: The Mediating Role of Job Satisfaction of Generation Y Management Trainees in the Selected Public Banks in Sri Lanka*. *Sri Lankan Journal of Human Resource Management*, 10(1), 21. <https://doi.org/10.4038/sljhrm.v10i1.5648>.