Employee Profile & Perception of Talent Management in Indian Organizations

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Abstract: *It is perceived that organizations recognize the importance of Talent Management and its benefit to the employees. However organizations are also faced with perceptual barriers from Employees, it is felt that identification of talent from an existing workforce creates unhealthy competition and differentiates within the organization. The segregation of employees leads to demoralization of employees and further reduces the level of motivation to perform. In the role of business Partner, HR leaders work closely with senior management to attract, hire, develop and retain talent. Yet the skills shortage presents both socio-economic and cultural challenges as talent crosses borders. Thus, in view of workforce trends such as shifting demographics, global supply chains, the aging workforce and increasing global mobility, forward-looking organizations must rethink their approach to talent management to best harness talent. By doing so, they will be positively positioned to succeed in a highly competitive marketplace. In addition, organizational culture, employee engagement and leadership development have a significant impact on talent retention. Taking these factors into consideration, an integrated approach to talent management offers a pathway toward sustaining outstanding business results. The research is conducted to study the perception of TM on various levels of employees. The employees expressed a need and recognition of TM processes in their organizations. The studies on Talent Management Processes and their perception revealed a need for further study as well as any gaps that require to be explored. It is perceived that a lot the concept has attracted a lot of attention from industry practitioners and academicians however intensive study in India is the need of the hour. Every organization is a complete blend and mix of various individuals collectively working to achieve professional and organizational goals .The research aims at Employees Profile through demographics namely age, gender, region, educational qualification, designation of employees, work experience and its effect on perception of TM in Indian organisations. The main objective is to analyze how these factors enhance or decrease the perception of TM amongst employees. The survey was conducted on four different types of industry namely Consultancy, Insurance, FMCG and an export house reveals that perception of TM was considerably affected by age, educational qualification and region whereas gender, experience and designation did not have a considerable impact on perception of TM in Indian organisations.*
Keywords*: Talent Management, TM Processes, Employee Profile, Employees perception, Indian organizations*

I.   Introduction

Global economy has created a more complex and dynamic environment in which most firms must learn to compete effectively to achieve sustainable growth. Workforces around the world have become larger, increasingly diverse, more educated, and more mobile (Briscoe, Schuler & Claus, 2009; Friedman, 2005).

This global environment has not only changed the way business is conducted, it has also created the need for organizations to manage their workforces in a global context. As a consequence, the notion of a "global workforce" has received extensive discussion recently (Briscoe, Schuler & Claus, 2009; Collings, Scullion & Dowling, 2009; Scullion & Collings, 2006). Talent management is a mission critical process that ensures organizations have the quantity and quality of people in place to meet their current and future business priorities. The process covers all key aspects of an employee's life cycle "selection, development, succession and performance management. Although, many organizations have begun to recognize the important role talent plays in their success few are managing talent strategically. Leaders need to identify and invest in critical talent that provides a platform for success growth and new opportunities. The increasing fluidity of global labor markets, shifting workforce demographics and changes in the nature of work make it more difficult to attract, engage and retain the critical talent that creates value for the organization (Cheese et al 2008). Talent Management is the

additional management, processes and opportunities that are made available to people in the organization who are considered to be 'talent' (Blass 2007). Talent drives performance and teams with the best people perform at a higher level. Leading organizations know that exceptional business performance is driven by superior talent. People are the difference. Talent management is the strategy (Taleo 2010). As the skill shortage bites, keeping hold of your best people is becoming all out war. Talent Management is not a Buzzword: it is a process of attracting and retaining people and companies practicing it are winning. The war of talent, reverse brain drain and a competitive global workforce has caused a change in the perspective of companies the world over. Talent management is emerging as the new trend across all industries. Contrary to the belief that is a makeover to the age old HR practices and procedures. Companies are investing huge amounts on training and developing of employees. The severe competition urges companies to hire wisely and smartly. The availability of the global workforce broadens the horizon and makes it imperative for companies to be focused on clear cut strategies to retain their best talent. The survey conducted on IT, FMCG, Telecom, Entertainment and Banking industry revealed the widespread awareness and knowledge of this fast growing trend. The companies are either adopting or have adopted Talent Management practices to train, retain and motivate their workforce. The opportunity and need to further explore the concept arises from the findings.

Although the origins of talent management can be traced back to 1865(Simonton, 2011) and to the fields of arts/entertainment management, sports management literature, and early education, interest in talent management in the business context came in the 1990s with the ground breaking study entitled "The War for Talent," by McKinsey (Michaels, Handfield-Jones, & Axelrod, 2001). This study, reflecting the high tech boom times of the late 1990s,suggested that demand for talented employees exceeded the available supply, thus leading to the problem of talent shortage. Several HR practitioners and consultants recognized the importance of this trend, and as a result, several excellent studies were done in subsequent years by human resource practitioners and consultants to examine talent shortages(Tarique & Schuler, 2010). As a consequence of this, the phrases ''talent acquisition, retention and management'' and "attracting, retaining, and developing talent" become popular among human resource management community. Global talent management was widely accepted by human resource practitioners, consulting firms and professional associations(e.g., Boston Consulting Group, McKinsey & Company, Hay Group, Watson Wyatt Worldwide, Heidrick and Struggles, Korn/Ferry, Lominger International, Society for Human Resource Management, World Federation of People Management Associations, Manpower Inc., Economist Intelligence Unit, The Chartered Institute of Personnel and Development, the American Council on International Personnel). Building on this excellent work, academics recently started to examine the talent management phenomena more closely in the last few years.

The objective of any private sector organization is to generate products or services and sell them to clients. No matter whether the focus is on best quality, lowest cost, or on maximizing both, one important asset in optimizing productivity will always be an organization's best people – it's top talent. Irrespective of the economic situation it remains important to be competitive by leveraging the benefits of effective Talent Management. Why? Because effective Talent Management helps increase organizational efficiency and effectiveness and has a proven strong link to financial returns: e.g. in a study of high performing companies across industries and geographies, those organizations with the top financial results were five times more likely to run mature career development processes than the bottom performers (Bader 2005).

One of the most critical issues of discussion and therefore redressal in the growth story of corporate India has been "How to develop and manage talent". Corporate India has been coming to terms with this challenge, i.e.,attrition of talent, more recently. The diversification, expansion and forward and backward integration of businesses is putting a lot of pressure on the existing pool of human resources. Talent Management is therefore becoming a critical HR issue for Corporate India(Mehta 2006). An organization comprises of employees who form an integral part of the organization .The human and intellectual capital is actually the only appreciating asset in an organization. The value and quantum of success is directly proportional to this factor. Employees direct their synergies and coordinate all their efforts to achievement of these objectives. An organization constantly nurtures its employees and helps them develop in every way. Training, motivating and appraising the workforce creates a balanced environment for growth. The management of diversity approach concentrates on individuals, and includes the improvement of opportunities for all individuals and not just those in minority groups. Managing diversity involves everyone and benefits everyone, which is an attractive message to employers and employees alike (Torrington, Hall, & Taylor, 2005). Managing diversity is about the realization of the potential of all employees … certain group based equal opportunities, policies need to be questioned in particular positive action and targets (Kandola & Fullerton, 1994). Diversity is defined as a human characteristic that makes people different from one another. Individual characteristics over which a person has little or no control are biological characteristics namely age, gender, race etc. The conscious modification of the individual after education, designation, salary, geographic location all come together to exert

a powerful influence on individual identity and directly affect level and perception of job satisfaction. To survive and prosper in an increasingly heterogeneous society organizations must capitalize on employee diversity as a source of competitive advantage. According to Clake and Winkler (2006) Talent Management could be described as the entire gamut of „activities related to identification,development, engagement/retention, and deployment of "talent" within a specific organisational context." Talent Management is not about promotion based on tenure or political favorites.„Talent Management is not about hiring likable folks, or winners. It is a constant challenge to have the right people matched to the right jobs at the right time and doing the right things"(Mucha 2004). Understanding the "needs and aspirations" of human resources and addressing them is core to the philosophy of Talent Management. According to Pareek (2004), „A very important motivating factor for people joining and continuing in an organization is the kind of work they get, and whether they are valued in the organization. Unless the organization satisfies one of the basic psychological needs of being valued and appreciated, people, howsoever well paid may not like to continue there. However, these are not contradictory.

The challenge of meeting the needs of a culturally diverse workforce and of sensitizing workers and managers to differences associated with gender, race, age and nationality in an attempt to maximize the potential productivity of all employees (Ellis & Sonnenfeld, 1994). Multicultural management perspective fosters more innovative and creative decision making satisfying work environment, and better products. A number of people have a contribution to make and are encouraged to be involved in a meaningful way…. More information, more points of view are better than fewer (Ellis & Sonnenfeld, 1994). Recognizing that men and women present different cultures at work and this diversity needs to be managed. Men and women have different perceptions, interpretations of reality, language and ways of solving problems, if properly used can benefit whole organizations and improve job satisfaction (Masreliez-Steen, 1989). Individual self esteem is important to performance. People who feel comfortable in their work environment are more likely to feel confident in their ability to contribute, business, social and moral values are one and the same, job is part of life. The more productive people are those who feel valued. Productive people - a high performance organization.(La Fasto, 1992).Increased heterogeneity at workplace can be anticipated by managers, they should be prepared to deal with the challenges associated with such demographic changes. Effective management of diversity can increase an organization's productivity through several avenues. The attainment of benefits depends upon how well diversity is managed. Amount of diversity, cultural awareness training, and awareness of background information on group members affect the quality of idea generation. Level of heterogeneity should also be aptly managed yet there is no specified level that defines the level of heterogeneity and performance as compared to a specific consideration of race, ethnicity or gender. Demographic trends have a major implication for career potential and job satisfaction of individual worker. Theories prove that implications of aging are that workforce will be more experienced, stable and reliable. As a result more productive, but less flexible and younger people may be more dynamic in comparison (Charles, 2005). The Labour force is becoming more diverse in terms of ethnicity, race, gender, disability and other cultural factions. The managerial challenge is learning how to take advantage of this diversity and also create a feeling of contentment amongst employees at all levels (Gomez-Mejia, Balkin, & Cardy, 2005). Job Satisfaction is associated with how well our personal expectations at work are in line with outcomes.

II.   Meaning of Talent Management:

Talent management literature reveals a degree of debate as to the conceptual boundaries of the topic. Indeed, Aston and Morton (2005: 30) noted that there "...isn't a single consistent or concise definition" of talent management. Notwithstanding this criticism, Lewis and Heckman (2006) identified three key streams of thought around the concept of talent management. For those who merely substitute the label talent management for human resource management. Studies in this tradition often limit their focus to particular HR practices such as recruitment, leadership development, succession planning and the like. The contribution of this literature is relatively limited beyond the strategic HR literature, as it largely amounts to re-branding of HRM. A second strand of literature emphasizes the development of talent pools focusing on "projecting employee/staffing needs and managing the progression of employees through positions" (Lewis and Heckman, 2006: 140). Studies in this tradition typically build on earlier research in the manpower planning or succession planning literature. While adopting a relatively narrow focus, studies in this tradition at least provide a degree of differentiation as to what talent management is vis-à-vis HRM. The third stream focuses on the management of talented people. This literature argues that all roles within the organization should be filled with "A performers", referred to as "top grading" (Smart, 1999) and emphasizes the management of "C players", or consistently poor performers, out of the organization (Michaels, Hadfield-Jones and Axelrod, 2001). While the third approach is highly influential, we recognize limitations to this approach and argue it is neither desirable nor appropriate to fill all positions within the organization with top performers. Equally, if the talent management system is applied to all of an

organization's employees (i.e. including poor performers as well as top performing employees), it is difficult to differentiate talent management from conventional human resource management.

In addition to the above three streams of thought about talent management, we recognize and add an emerging fourth stream which emphasizes the identification of key positions which have the potential to differentially impact the competitive advantage of the firm (Boudreau and Ramstad, 2005; Hulesid et al., 2005). The starting point here is identification of key positions rather than talented individuals. This latter approach informs our theoretical development. In this regard our theoretical orientation resonates with Boudreau and Ramstad's (2007) differentiation between talent management as a decision science and traditional HR plans and strategies. Therefore, as noted above, we view an organizational talent management strategy as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization'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 organization. Our definition is premised on the idea that the starting point for any talent management system should be the s b;bystematic identification of the key positions which differentially contribute to an organization's sustainable competitive advantage. This is consistent with an increasing recognition that there should be a greater degree of differentiation of roles within organizations, with a greater focus on strategic over non-strategic jobs (Becker and Huselid, 2006), or between those organizational roles which promise only marginal impact vis-à-vis those which can provide above-average impact (Boudreau and Ramstad 2007). This is in contrast to the extent situation in many organizations where over-investment in non-strategic roles is common (Boudreau and Ramstad, 2008; Huselid, Beatty and Becker, 2005). Talent management (TM) has become imperative in the face of today's business challenges. Companies are increasingly realizing that successful TM is the key to high performance. By assessing available talent, placing the right people in their best roles and finally retaining them organizations can survive and thrive in today's increasingly complex markets. Survey conducted by Mc Kinsey and co. observed that 54% senior managers don't spend enough time on talent management. The study aims at exploring the TM practices in Indian corporate. TM practices considered for the study includes recruiting and staffing, competency management,leadership development and assessment, performance management, compensation and succession planning. Effectiveness of talent management practices is examined through a talent management outcome scale consisting of Absenteeism, Turnover and Productivity as variables. For the purpose of the study, Data were collected from executives and non executives working in different manufacturing and service sectors of India. Co relation and regression analysis was conducted to examine the influence of TM practices on the dependent variable i.e. TM outcome. The result suggests that some of the practices are very important while others less important. Recruiting and staffing, competency management, leadership development and assessment, performance management are found to correlate least with absenteeism,whilst compensation and succession planning appeared to be more strongly related with absenteeism. Leadership development and assessment, performance management,compensation and succession planning are strongly related with turnover, whilst recruiting and staffing,competency management are found to correlate least with turnover. Competency leadership development and assessment, performance management are strongly related with productivity, whilst compensation and succession planning and recruiting and staffing correlate least productivity.

III. Literature Review:

One of the major topics of research in global talent management has been around the notion of talent shortages(Manpower Group Talent Shortage Survey 2011), and the implications of talent shortages on the practice of human resource management in multinational organizations(Collings & Mellahi, 2009; Farndale, Scullion, & Sparrow, 2010; Scullion, et al., 2010; Stahl, et al., 2012; Vaiman, et al., 2012). Ironically the topic of global talent management is prevalent in times of economic prosperity as well as in times of economic uncertainty and economic and financial recession(Tarique & Schuler, 2010). There is considerable evidence that shows even in recent poor economic conditions organizations worldwide are having difficulty managing talent across a wide range of positions(McCauley & Wakefield, 2006). The recent Manpower Talent Shortage Survey (2011, p 2); Researchers from IBM and HCI surveyed 1,900 professionals in 2009 from over 1,000 public- and private-sector companies, from a range of industries, geographies and organizational sizes.   Respondents scored their companies in 30 specific competencies, which fell into six key practices of talent management: strategy development, attracting and retaining, motivating and developing, deploying and managing, connecting and enabling, and transforming and sustaining.

Trends in Industry: Companies with high scores across the board were more likely to have strong financial performance, based on reported change in operating profits between 2003 and 2006. Companies with Integrated

Talent Management strategies have reduced their employee turnover and increased their sales and profits. The war for talent clearly has cooled in the early stages of the 21st century, dampened by economic doldrums and concerns with global security, the real battle to attract, develop, motivate, and retain talent is going to heat up considerably. The pressure for performance on each employee has increased manifold. This exerts an influence on the companies to hire an exceptionally talented workforce. Global consistency in a company's talent evaluation processes is important, because for mobility to succeed, line managers need to feel confident that employees transferring into their units from other parts of the organization meet the same standards that their own people do. Moreover, company support and training is vital to the promotion of diversity. HR managers stressed the need for expatriates to learn more about the culture of the countries they transfer to than just the local language. "If you have to choose," explained one HR director, "it's more important to have an open-minded leader than to have someone with the right language skills." In our view the key implication of the research is that companies should focus hard on rotating talent globally across divisions and geographies. Not only will this rotation support the development of company talent, it will also promote greater cultural awareness and diversity. First, companies should balance make-versus-buy decisions by using internal development programs to produce most -- but not all -- of the needed talent, filling in with outside hiring. Second, firms can reduce the risks in forecasting the demand for talent by sending smaller batches of candidates through more modularized training systems in much the same way manufacturers now employ components in just-in-time production lines. Third, companies can improve their returns on investment in development efforts by adopting novel cost-sharing programs. Fourth, they should seek to protect their investments by generating internal opportunities to encourage newly trained managers to stick with the firm.   Taken together, these principles form the foundation for a new paradigm in talent, talent-on-demand system. The environment for most organizations today is global, complex, dynamic, highly competitive, and extremely volatile, and is likely to remain so for years to come. In addition to these external conditions, most organizations are also facing several global challenges including those related to: talent flow; the managing of two generations of employees, viz., older or mature workers and younger workers; and a shortage of needed competencies. One major result of these challenges for organizations is that they have to be global and that they have to be systematic in managing their human capital if they wish to have any hope of gaining and sustaining a competitive advantage in the years ahead. Many human resource practitioners and consultants (HR professionals) are now recognizing this, especially those that operate globally, the multinational enterprises.

Origin of Talent Management: Since a group of McKinsey consultants coined the phrase the War for Talent in 1997 (see Michaels et al., 2001; Axelrod et al., 2002), the topic of talent management has received a remarkable degree of practitioner and academic interest. This relatively recent emphasis on talent management represents a paradigm shift from more traditional human resource related sources of competitive advantage literature such as those that focus on organizational elites, including upper echelon literature (Hambrick and Mason, 1984; Miller, Burke and Glick, 1998), and strategic human resource management (SHRM) (Huselid et al., 1997; Schuler, 1989; Wright and McMahon, 1992) towards the management of talent specifically suited to today's dynamic competitive environment. While the context may have shifted significantly since the latter part of the last century, the notion of talent management remains important.Talent Management is a process of attracting and retaining human capital, and companies practising it are winning. The organizations trying to set up talent management process, the essential guide to managing talent but real success comes when we engage the hearts and minds of individuals. Individuals joining an organisation need to feel that they are valued and that their contribution will make a difference. The new paradigm is talent management, which focuses on developing and retaining good people. Companies that are known to practice talent management have a better chance of attracting recruits at all levels. One of the challenges they face, is to identify and develop the next generation of talent. Talent is now the key to strategic success, but is conversely getting harder to find and easier to lose. In tackling these issues, every organization must deal with a world of change and variability The paper drills down into how to embed and sustain talent power. It explains the importance of understanding and measuring how talent contributes to an organization's performance and goes on to examine the other capabilities and processes required to ensure that talent is not just retained, but is also actively multiplied. Talent is defined as an ability or quality possessed by a person in a particular field or activity In business it is also recognized as the only true and sustainable competitive advantage. As the criticality of attracting and retaining the best people has increased, so has the necessity to manage talent holistically on a unified and business-centric talent management platform. Talent management is evolving to become a series of complex HR processes combined to make sure you have the right staff, in the right role, doing the right things. Originality/value — Talent management is emerging as a fundamental element of business management. With this in mind, this feature will look at the need for talent management and how organizations need to adapt their mindset and processes if they are to attract and retain the next generation of talent.

Literature Review: Talent Management is about basically Filling positions with the right (knowledgeable and productive) candidates. Promoting high potentials in order to increase their organizational impact on productivity. Developing staff to increase their efficiency in their current role. Increasing performance and consistently retaining the best employees. These inbuilt factors become more relevant in light of the wellknown demographic factors such as aging, globalization of the workforce and generation x syndrome. Knowledge, experience,competencies and skills are the ingredients of human capital that need to be sustained and increased, not only in service organizations but in all industries(Bader 2005).

Lefkowitz (1994) states with regard to gender, the evidence is not clear cut, a number of studies and reports that perception of talent management in an organization is impacted by few factors. These factors maybe gender, education level, work experience and employee engagement. The study supports the expectation hypothesis and suggests there is a gender effect on perception of talent management, particularly for wage and work environment (Jung, Moon, & Hahm, 2007). Study reveals that effect of gender in relation to perception of TM, highlights that both men and women face work to family interference, for female employees working hours and family to work conflict had a significant and negative effect on their perception of TM, whereas the same was not true for male employees. Even though they too faced similar situations of conflict but their overall perception of TM, did not get affected drastically (Namasivayam, & Mount, 2004). Perception of TM initiatives in an organization were different for different for both genders. Men tend to perceive the TM practices as an opportunity to grow faster, it was seen as a chance to prove their talent. Women on the other hand felt that the bar had been raised and more work was being demanded at the same compensation level. Overall TM was perceived to have instilled a sense of competition amongst employees, in some cases positive and in some it was negative. There is strong evidence of a direct connection between day to day job conditions and employees perception of TM, regardless of gender. Although both men and women evaluate their jobs in terms of the immediate work environment, there are differences in the particular job conditions that influence their assessments (Miller, 1980). The importance of perceived job attributes in accounting for previously observed gender differences in perception of TM, employee engagement levels and psychological distress. The results indicated that male ratings of perception of TM were not equivalent to those of females. The results of large surveys provide clear evidence that men and women do not differ with respect to their overall evaluations of TM as a process (Ebeling, King & Rodgers, 1979). However the above finding does not stand when certain variables like age, education, income and status are held constant. With regard to age there is a tendency for perception of TM to increase with age. Three views have been advanced concerning the nature of the relationship between age and perception of TM. The first view is that the relationship is best represented by a U shaped function (Herzberg, Mausner, Peterson & Capwell, 1957). Perception of TM decreases initially and then increases with age. The second view is that perception of TM increases in a positive linear fashion with respect to age (Hulin & Smith, 1965). The third function is positive and linear until a terminal period in which there is a significant decline in perception of TM (Carrell & Elbert, 1974; Salen & Otis, 1964). On the question of education particularly higher education, those who were well qualified experienced poor perception of TM, due to a failure to meet expectations (Clarke, 1996). Other factors like work pressure, reservations about remuneration, career prospects could affect this. Research has suggested that education is an important variable in conditioning the kinds of expectation workers bring to the workplace. Interestingly, Studies have found evidence that when job conditions do not correspond with educational attainment the net effect of education on perception of TM is affected. Moreover there is additional evidence that form of this relationship may be different for men and women (Martin & Contance, 1989). Studies based on life cycle and career stage models suggest that determinants of attitudes change depending on the particular stage of the career. Age, however, has been shown to be consistently related to one attitude, job satisfaction (Rhodes, 1983). The contradictions found in the research suggest that other factors like educational qualifications and salary could affect relationship between age and perception of TM. Education and income strongly moderate the relationship with perception of TM and life satisfaction (Bamundo & Kopelman, 1980). Similar results were found in a study by Gibson and Klein (1970). Age, job tenure, and perception of TM revealed a positive linear relationship. One group of studies supports the theory that direct effects of education on TM could be negative (Bruce, Bonjean, & Williams, 1968; Carell & Elbert, 1973; Vollmer & Kriney, 1955). Education has an indirect positive effect but a direct negative effect on overall perception of TM. It appears that education may increase work satisfaction by increasing work rewards. On the other hand the findings also indicate that education which does not lead to greater intrinsic rewards may also reduce work satisfaction. This effect is due higher aspirations of work associated with education (Motlaz, 1984). Designation/status would depend on other variables education, age and tenure of service, remuneration etc it is not an independent variable. As regards to ethnicity people feel connected to people of similar values, attitudes and regional backgrounds, it prospers the feeling of fraternity. Employee turnover can have a devastating effect on correctional facilities. Excessive turnover wastes recruiting and

training dollars. In addition high turnover rates may also directly affect the security of the institution as well as safety of both. Indications studied were that age, TM processes and organizational commitment directly influenced turnover intent, whereas gender, job satisfaction, role conflict, role ambiguity, role overload, input into decision making, and organizational fairness indirectly affected employees' decision to leave the job (Lambert & Hogan, 2009). Catalyst (2004) conducted a study of linkages between gender diversity of top management and business performance in fortune 500 companies. After controlling size and industry, the study showed that firms with higher top management gender diversity had 35% higher return on equity and 34% higher total return to shareholders than others firms. Kochan et al (2003), there are a few direct effects of workforce diversity on organizational performance. Research increasingly suggests that the relationship between the presence of diversity and organization performance may not necessarily be simple direct positive or negative.

Diversity as a viable construct in research needs to be accompanied by some adjective or modifier: ethnicity, gender, age, educational background, job level, pay, region etc (Konrad, Prasad, & Pringle, 2006).

Individual attributes include demographic or biographic attributes, competency and personality. Performance= Individual*work efforts*organizational support. Individual differences have implications on work place and perceived importance of TM processes. Strategies may be employed to deal with these differences and capitalize on the increasing diversity of the new workforce. The individual performance equation views performance as the result of the personal attributes of individuals. The individual attributes consist of demographics competency and psychological characteristics. There are main links between demographics, performance and human resource maintenance (Wood, Wallace, Zeffane, Schermerhon, Hurt, & Osborn, 1998). Based on Schneider's (1987) ASA model and Pfeffer's (1983) Organizational demography theory, it is hypothesized that individual demographic dissimilarity and team level demographic heterogeneity are positively related to individual executive turnover (Godthelp, & Glunk, 2003). TM partially mediates the moderating effects of diversity management and demographic context on turnover intention of employees (Sungjoo, 2009). Theoretically a diverse workforce should supply a rich array of different ideas to bear on organizational problems. Such a workforce should produce higher quality work because it brings a broader set of perspectives, approaches and ideas to bear on problem solving (Cox 1993; Knouse, & Dansby, 1999).

IV. Objectives of research:

1.Establish relationships between Employee Profile using variables namely age, gender, experience, educational qualification, region and designation with perception of Talent Management
2.To study the effect of contributing factors on perception of Talent Management by an employee with the organization.
3.To analyze the extent to which these variables effect the perception of TM and its processes

V. Research Methodology:

Sample: The sample used is random stratified and further sub stratified. Sample size was 163 employees from companies in four different sectors namely Retail organization in India, Consultancy, FMCG and an Export House. A total of completed questionnaires used for analysis were 132. The employees from age groups from 20 to 50 were interviewed both male and female employees were part of survey. The sample consisted of people from different regions west, north and south. The designations ranged from trainee to manager to senior level management and their respective educational qualifications. The experience of each employee was also recorded.

Questionaire: The questionnaire was circulated amongst employees at various levels as per convenience and availability. Questionaire consisted of information relating to basic demographic information of name, age, gender, educational qualification, job experience, region, designation and other questions related to process of TM, Employee perception of TM and involvement in the process, and Likert scale was used for expressing perception of TM.

Nature of sample: Six variables were used for analysis, age group (fac.1), Gender (fac.2), Education (fac.3), Designation (fac. 4), region (fac.5), Experience (fac.6). Perception of TM index measured on Likert scale. Age group 1 represents (20-30), 2 represents (30-40), 3 represents (40-50). In Gender 1 represents male, 2 represents female. In Education 1 represents graduate and 2 post graduate. Designation 1 represents lower management, 2 represents middle management, 3 represents top management. Region 1 represents north, 2 represents south, 3 represents west. In experience 1 represents less than five years, 2 represents 5-10 years, 3 represents more than 10 years. TM Perception index value 2 count is 17, 3-29, 4-59, 5-27, total is 132 respectively.

VI. Analysis and findings

The response (Perception of TM Index) being Ordinal i.e., 5 is better than 4 which is better than 3 etc., the regression approach has been Ordinal Logistic as data is categorical.

Logistic Regression Table and Interpretation
Age Group Vs Perception of TM Index

Age Group (Fac. 1)	Coef	SE Coef	Z	P	Ratio	Lw	Up
2	-1.55855	0.634699	-2.46	0.014	0.21	0.06	0.73
3	-0.220850	0.741561	-0.30	0.766	0.80	0.19	3.43

In this case the Reference factor is Age Group of 20 – 30 yrs. All the other levels have been compared with this reference level. The 'p' value indicates whether there is a significant difference between the perception of TM level of the reference level vs. the level being compared keeping rest other factors constant.

The 'p' value here is 0.014 (1.4%) when compared for level 2 which is age group of 30 – 40 yrs. which is less than 5% hence indicating the significant difference between the perception of TM level of Age Groups of 20-30 and 30 -40 yrs.

The perception of TM Level of the employees of the age group of 30-40 yrs is significantly higher than the perception level of 20-30 yrs and 40 - 50 yrs.
In this case any change in the level from 2 to any other level would tend to decrease the perception of TM level by an amount indicated by the odds ratio. In this case the odd ratio being .21, it will bring down by 21%.

Gender Vs perception of TM Level

Gender(Fac. 2)	Coef	SE Coef	Z	PRatio	Lw	Up
2	-0.0718001	0.453526	-0.16	0.874	0.93	0.38	2.26

In this case the Reference factor is Male gender. Since the P value in this case is not less than 5%, this means that there is no significant difference in the perception of TM levels of the Female and Male employees.

Education Vs perception of Level

Education (Fac. 3)	Coef	SE	Coef	Z	PRatio	Lw	Up
2	-1.69289	0.487063	-3.48	0.001	0.18	0.07	0.48

In this case the Reference factor is Education level of Graduate. The Post Graduate level is compared with this reference level.

The 'p' value here is 0.001 (0.1%) when compared for level 2 which is education level of Post Graduate, which is less than 5% hence indicating the significant difference between the perception of TM level of Education Level of Graduate and Post Graduate Employees. We can interpret that the Post Graduate employees have significantly higher perception of TM, than the Graduate Employees and the perception level goes down by 18% if we move from post graduate level to graduate level.

Designation Vs Perception of TM Level

Desig (Fac. 4)	Coef	SE	Coef	Z	PRatio	Lw	Up
2	-0.0061384	0.665664	-0.01	0.993	0.99	0.27	3.66
3	0.184378	0.918580	0.20	0.841	1.20	0.20	7.28

In this case the Reference Factor is Designation level of Lower Management. Since the P value in this case is not less than 5%, this means that there is no significant difference in the perception levels of employees with different levels of designation i.e. no difference in the perception levels of lower, middle and top management.

Region Vs Perception of TM Level

Region (Fac. 5)	Coef	SE	Coef	Z	PRatio	Lw	Up
2	0.902730	0.585669	1.54	0.123	2.47	0.78	7.77
3	0.972313	0.488362	1.99	0.046	2.64	1.02	6.89

In this case the Reference factor is Region North. The Regions South and West are compared to Region North.

The 'p' value here is 0.046(4.6%) when compared for level 3 which is Region West, which is less than 5% hence indicating the significant difference between the perception of TM level of Employees from North and West. We can interpret that the Employees from North have significantly higher perception of TM than the employees from West. As we go from West to North the satisfaction level increases by 164%

Experience Vs Perception of TM Level

Exp (Fac. 6)	Coef	SE	Coef	Z	PRatio	Lw	Up
2	0.124255	0.677589	0.18	0.855	1.13	0.30	4.27
3	0.136778	0.916705	0.15	0.881	1.15	0.19	6.91

In this case the Reference Factor is Experience level of <5 yrs. Since the P value in this case is not less than 5%, this means that there is no significant difference in the perception of TM of employees with various levels of experience

VII.   Conclusions

• Age, educational qualification and region are the factors which affect the level of perception of TM to a large extent whereas gender, designation and experience do not seem to have a considerable effect on perception of Talent Management in the Organisation.

•Age group of 30-40 seemed to have highest perception of TM as compared to age group of 20-30 and 40-50.

• People from north region had higher perception of TM as compared to people of south and west. This could also be because of the fact that survey was conducted in northern region and employees feel most comfortable in their native place. This information would definitely require further research.

•As far as gender was concerned men and women had similar perception of TM and men and women definitely faced similar amount of stress from domestic front but the reaction to the stress was varied. This aspect would be clearer after more probing.

•There is clear indication that post graduates had higher perception of TM as compared to graduates.

•In levels of experience there was no significant change across less than five years, between five to ten years and more than five years.

•Relational demographics is different as the index has a multiple influence. Even though each variable is analyzed individually it creates a varied opinion as each variable also acts independently.

•Work and its perception is not only affected by demographics but also by psychological factors so an isolated study cannot be depended on for accurate findings.

•Demographic helps to study case of social integration better than perception of Talent Management.

•The effect of political and economic factors cannot be ruled out.

•Workplace diversity research is informed by a wide variety of theoretical perspectives. Psychological perspectives have contributed theories of social identity and inter group relations.

•Human resource management has emphasized the value of diversity and its impact on overall perception and perception of talent management related to work. It is a strategic issue that fully develops the potential of a diverse group of employees and brings about a business advantage through fostering team creativity, innovation and problem solving.

•Human resource management implements formal TM process impact programs in large numbers organizations and research has examined the impact of these programs.

• The perception of TM is also impacted by the channels of communication, frequency of training programs, involvement of employees in formation of TM processes.

•Employees also have a generic negative perception towards TM, it is also perceived as a bias process that lacks transparency. The level of transparency in the TM processes will also impact perception.

•Employees that score the TM perception on a high scale displayed a positive outlook to TM in the organisation whereas employees that rated the perception low seemed to have a negative perception or low perception of TM in their organization.

Diversity has multiple dimensions including gender, age, race, ethnicity and disability, religion, nationality etc.

The theoretical approaches used in each area of research are similar in many ways and highlighted similarities and differences may bring to light potential valuable avenues for future research.

VIII.   Suggestions and Recommendations:

Talent Management is a process that involves the employees across the organization. It enables an organization to use it intellectual captial and talent to create a competitive sustainable advantage for the organization. The process is influenced by several independent and dependent variables. The below mentioned aspects can ensure organizations derive more benefit and have a postivie perception towards these processes:

•Defining the TM processes clearly in the organization

- Involvement of employees across the organization in formulation and execution of TM
- Differentiating TM from HR practices
- Talent Identification is a constant process, every employee has latent potential that can be developed
- Detailed study and understanding of mix of an organization.
- Trainings which are diversity specific and oriented towards greater understanding of creation of job satisfaction amongst workforce.
- Develop strategies for capitalizing on workforce diversity and dealing with individual attributes.
- Create a fit between job requirements and individual characteristics to reduce the gap created by diversity.
- Education and wider range of training keeping in mind individual performance equation.
- Making TM part of the organizations DNA, sharing successes within the organization.

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