Findings, Suggestions and Conclusion

In contemporary times, the intellectual capital is critical to the success of organization. In this economic doldrums and concern for global security, the real battle to attract, develop, motivate and retain the talent will remain the biggest challenge for the organizations. It is more applicable to IT industry which is knowledge intensive and is based on highly skilled workforce. It is pertinent for IT organizations to sustain a strong talent pipeline. Talent is becoming a strategic priority and most of the organizations are recognizing it to maintain a competitive advantage.

With this background, the present study was undertaken to achieve the following objectives.

1) To study about the talent management practices regarding acquisition and retention of talent in the organization.

2) To investigate about employee engagement, performance management and succession planning practices implemented by IT companies.

3) To assess the training and development opportunities to enhance talent acquisition and development.

4) To assess the success of talent management practices implemented by IT organizations.

5) To find out the opinion of employees & HR executives with respect to success of talent management practices.

6) To analyse whether the effective implementation of talent management practices is strongly dependent on its alignment with strategic HR objectives.
To find the effectiveness of Talent Management practices, a structured questionnaire was developed and responses were collected from fifty IT firms of Bangalore. The questionnaire consisted of different talent management practices and it was personally administered to the employees & HR executives. The responses were rated on five point Likert scale. Three set of questionnaires were prepared. First and second set of questionnaires consist of closed ended questions. These questionnaires were constructed to take the responses from employees & HR executives. Third questionnaire was open ended to elicit the information from HR executives. For the first questionnaire the sample size was 1000. For the second & third questionnaires sample size was 50. A pilot test was conducted on thirty respondents. The suggestions given by the respondents were incorporated in the questionnaire.

The feedback given by the respondents was first edited, tabulated & analysed using SPSS 20. Descriptive statistics, like averages, frequencies & percentages were used to assess the talent management practices. Multiple regression analysis was used to test first and third hypothesis. One way ANOVA was used to test the second hypothesis.
Achievement of Objectives

The results of the research are in expected direction. The first three objectives have been achieved through descriptive statistics. Remaining three objectives have been achieved through hypotheses testing.

Objective 1:- To study about the talent management practices regarding acquisition and retention of talent in the organization

The above objective was achieved by following findings:-

- 92% of the respondents are of the opinion that organizations have a strong pipeline of diverse candidates, 94% of employees favoured that organization high quality applicants tend to accept its job offers, 92% of the employees agree that organization has a reputation of a good employer, 83% of the employees believe that organization provides competitive base pay and incentives for employees to refer candidates and 90% agree that organization consistently attract high quality applicants. Thus, the organizations are effectively implementing talent acquisition practices.

- 81% of employees favour effective communication, 90% of employees agree that organization has learning and working climate, 91% of the employees believe that organization provides compensation and additional bonuses/benefits, 99% of employees supported flexible working arrangement and 81% of employees are of the opinion that they get the support and recognition from the supervisors. From findings it is clear that talent retention practices are effectively implemented.
Objective 2: To investigate about employee engagement, performance management and succession planning practices implemented by IT companies.

The achievement of above objective can be substantiated with the following findings:-

- 75% of the employees agree that appropriate amount of decision making authority is given to the employees, 88% of the employees are of the opinion that they get the rewards in the form of pay, benefit and recognition, 84% believe that companies have the practices in form of policies, brand alignment, reputation and diversity, 85% of the employees recognizes the fact that they have good relationship with managers, colleagues and leaders. The findings support the effective implementation of employee engagement practices.

- 88% of the employees believe that organizations review the relevant accomplishments, 95% of the employees agree that organization receives on going goal review and feedback from managers, 92% of the employees favor for goal setting for upcoming time frame, 91% of the employees support that organization establishes a performance rating and 90% of the employees are of the opinion that organization develops the plan for the next period. It can be concluded from the findings that performance management is effectively implemented in IT organizations.

- 66% of the employees are of the opinion that company continuously exposes their top managers to the board, 74% of the employees agree that company has a strong involved board, 69% of the employees support that company views succession planning as an on-going and real time process, 76% of employees favor that company develops a succession culture and 59% of the employees agree that
company links the CEO’s compensation to the development of the succession plan. Therefore, it can be concluded that organizations are effectively implementing succession planning practices.

**Objective 3: To assess the training and development opportunities to enhance talent acquisition and development.**

The achievement of above objective can be proved by the findings given below:-

- 87% of the employees believe that their development needs are identified and met in an effective and timely manner, 82% of the employees support that organization understands and addresses the workforce attitudes and engagement levels, 87% of the employees are of the opinion that organization identifies and uses the competencies to develop the workforce, 86% of the employees agree that managers devote sufficient time/ attention to people management activities, 98% of the employees understand their job responsibilities and also know how their roles contribute to the goals of the larger organization. 90% of the employees agree that they have career options and pathways that encourage the development of relevant skills. These findings substantiate the fact that organization’s talent development practices are perfectly in place and effectively implemented.
Objective 4: To assess the success of talent management practices implemented by IT organizations.

The achievement of the above objective can be proved by the findings given below:-

- Multiple regression was conducted for the achievement of this objective. The values of R represents the simple correlation and in this case values of R are 0.962(Performance management), 0.932(Talent Development), 0.932(Succession planning), 0.928(Employee engagement), 0.920(Talent retention), 0.869(Talent acquisition). These high values of R indicate a high degree of correlation. The value of $R^2$, which indicates how much of the total variation in dependent variable can be explained by independent variable. The independent variables are talent management practices. The values of $R^2$ for these practices are Performance management (92.5%), Talent Development (88.1%), Succession Planning (86.9%), Employee engagement (86.1%), Talent retention (84.7%) and Talent acquisition (75.6%). The dependent variable is successful implementation of talent management practices. The high values of $R^2$ proves that talent management practices are successfully implemented in IT companies of Bangalore. These findings substantiate the achievement of above objective.
Objective 5:- To find out the opinion of employees & HR executives with respect to success of talent management practices.

The achievement of this objective can be proved from the following findings.

- One way ANOVA was conducted. The F is the ratio of two variances estimates i.e. the variance between the groups is divided by the variance the groups. The value of F < $F_{critical}$. The value of F in this case is 0.382760139 and value of $F_{critical}$ is 3.856075. Thus, it can be concluded with 95% confidence that null hypothesis is true. The p value in this case is greater than 0.05, which proves that there is no significant difference between employees & HR executives regarding the success of talent management practices. These findings clearly indicate the achievement of the objective mentioned above.

Objective 6:- To analyze whether the effective implementation of talent management practices is strongly dependent on its alignment with strategic HR objectives.

The achievement of this objective can be proved from the following findings

- Multiple Regression was conducted. The value of R represents the simple correlation and the value of $R^2$ indicates how much of the total variation in the dependent variable (effective implementation of talent management of strategic HR objectives), can be explained by independent variable (strategic HR objectives). The value of R and $R^2$ in this case are aligning business strategy with HR strategy & Restructuring and bringing about transformation in the organization to add value to the business(0.959 and 92%), competence mapping and skill development through assessment centres(0.958 and 91.8%), developing comprehensive career management tools, job enrichment strategies
and mentoring programs to help employees prepare for new opportunities (0.952 and 90.6%), organization invests in professional development program to enhance leadership capabilities, job expertise and employee productivity (0.951 and 90.5%), provide organizational consulting services to all senior management areas to spur improved organizational & individual performance (0.949 and 90.1%), Organization identify trends & practices and promote relevant changes & anticipate and address risks (0.947 and 89.7%). The high values of R and R^2 clearly indicates and substantiate the achievement of the objective that effective implementation of talent management practices is strongly dependent on its alignment with strategic HR objectives.

In the third questionnaire HR executives have been asked to give their inputs regarding the issues & possible solutions of talent management practices. The valuable feedback given by the HR executives have been incorporated in the figures after the framework of Effective Talent Management Model.
Effective Talent Management Model
### Talent acquisition (Figure A)

<table>
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<th>Issues</th>
<th>Possible solutions/Suggestions</th>
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| 65% of HR executives feel that proper evaluation & background screening is a critical component of talent acquisition. | ✓ To tackle the problem of background screening of the employees, organization should hire reputed 3rd party organizations specializing in background screening and should do rigorous reference checks of candidates.  
✓ For proper evaluation it should implement rigorous process of talent acquisition, constituting multiple rounds focused on different types of technical skills to be able to comprehensively assess the technical knowledge and skill levels of candidates.  
✓ Also, organizations should leverage new behavioural assessment techniques that help filter candidates with aptitudes that are more likely to succeed in the organizations culture. |
| 76% of HR executive executives have elaborated on following points:-  
• There is shortage of required skills.  
• There is pressure to meet the company’s growth objectives.  
• There is constant problem in being able to source high quality and qualified candidates to fill openings. | For addressing these issues, organizations have to implement the points given below:-  
✓ It should build a talent pipeline for current & future needs, by implementing workforce planning, headcount analysis, skill gap analysis & scenario planning.  
✓ To tackle the issue of meeting the company’s growth objectives, firm’s infrastructure must be up to standard that supports successful execution. It requires eliminating silos, utilizing leading indicators & performance indicators that align closely with the organizations strategy to make it successful.  
✓ For sourcing, organizations should leverage untapped potential of talent community and potential of unconventional talent. This includes older workers, retired workers, former employees and vast pool of qualified female employees who either are planning to enter the global workforce or those who want to re-enter after their child bearing years. |
| 67% of HR executives are of the opinion that internal talent is not effectively utilized | ✓ For effective utilization of internal talent, organizations should develop open |
programs to recruit & mobilize people internally. The talent acquisition team has to work closely with L&D team with the goal of sharing information about capability gap and create an environment where internal jobs openings are visible and employees feel encouraged to pursue opportunities that align to their career development.

- To foster internal labour markets, organizations have to establish talent match databases. These databases have to be regularly updated with the employees’ skills and mapped with the organizational requirements.

| 64% of HR executives feel that there is a need to develop a strong employment brand. | - For building a stronger employment brand, organizations need to focus on providing a great candidate experience. The job experience should be simplified & carefully engineered so that it is meaningful for employees.
- Organization should emphasize on mission, purpose and leadership as high performers are looking for these factors in employers today. |

| 68% of HR executives feel that there is a need of developing strong pool of candidates through relationship management. | - To address this issue, organization should leverage “network recruiting” by developing strong university relations program, tapping into professional groups and communicating well with candidates. It should be in the practise of “farming candidates” (i.e. attracting interested candidates well before a job is posted) |

| 78% of the HR executives believe that most of the organizations are not effective in utilizing technology for talent acquisition. | - To implement effective acquisition technology, organizations should leverage social sourcing networks, mobile recruitment tools, referral networking tools, Applicant tracking system (ATS), Pre hire assessment & analytical tools.
- Social media has to be used for employee referrals and to broadcast jobs. It can also leverage hiring data tools from vendors like Linked In, Facebook, Talent bin etc. to identify & source quality candidates around the world.
- Organization should also hire the services |
RPO (Recruitment process outsourcing) which helps to create greater efficiency, reduce costs & improve processes during strong & weak economy.

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<th>72% of HR executives are of the opinion that flawed recruitment processes need revision and restructuring. The hiring team cannot differentiate between above average &amp; average candidates.</th>
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<td>Organizations need to carefully develop a set of demonstrable &amp; measurable competencies that they think are critical to the success of their customers, the organization &amp; its employees. Using these competencies organizations should emphasize on talent segmentation, behavioural assessment, relevant technical competencies, aptitude assessment &amp; predictive modelling that help in recruiting the right candidate.</td>
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<th>61% of HR executives feel that there is a need for effective on boarding programs.</th>
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<td>For this problem, organizations should implement strategic on-boarding practices and well-choreographed interactions. The informal experiences with colleagues and leaders help the employee to become a facilitator in the success of the organization. Thus employees are fostered to give their best to the organization.</td>
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<th>65% of HR executives feel that job description is inaccurate</th>
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| To address this issue, organizations should incorporate details like:  
  - Required technical skills  
  - Future growth prospects  
  - Nature of work  
  - Learning opportunities and  
  - Team culture in its job description. Interesting and broad job descriptions have shown to help in attracting highly skilled & talented professionals. |
## Talent Development (Figure B)

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| 73% of HR executives feel that training and development is a major challenge for employees as well as leaders. | For tackling this issue, organizations should implement following steps:-  
✓ Organization should map growth paths & opportunities, assign career coaches, help people to find the next logical job & document the career path that employee wants to take. It should also leverage benefits of online courses like MOOCs (Massive open online courses), which is a cohort based blended learning, provided by vendors like Harvard, Wiley etc.  
✓ Companies should hire experts, foster employees for class room training & build customized programs at all levels.  
✓ Further, organization should take “supply chain” view of skills, as it takes many years for employees to build deep skills. Therefore it is pertinent that organizations emphasis, should be on career development programs, job rotations, competency based assessments and simulations. |
| 65% of the HR executives believe that employees do not want mundane day-to-day jobs, but they are looking for gaining meaningful experience from the organization, that helps in building their skills for their growth aligned to their interests. | ✓ To solve this problem, organization should develop a simple leadership framework and rigorously assess the leaders at all levels. The leaders should be accountable for employee engagement, development & their own successors  
✓ At the same time, leaders should develop a strategic program which includes formal training, developmental assignments, special projects and assessments. This will also result in the development of robust and motivated talent pipeline. |
| 74% of the HR executives feel that there is uncoordinated structure of learning & development. They further elaborated that corporate training requires content, context & deep expertise. | ✓ For solving this issue, organization should find the people either internally/externally who can challenge the status quo of training programs and think in innovative ways. Companies should not make its employees a paper pusher or desk jockeys who work at the lowest level denominators. Employees should be given the freedom, so that they can do what they can do better, and encourage senior technical employees to |
create a strong learning culture in their areas.

✓ Companies should effectively communicate its strategic goals & objectives to its employees. At the same time it should try to create high impact programs/initiatives aligned to strategy execution and also involve employees for whom success of these programs is part of their stretch goals so as to expedite job development & the formation of critical support networks.

✓ Organization should instil a culture of self-improvement and should foster an environment where employees can push their limits. Employees must be given freedom to access performance metrics & other critical data, so that they are aware of their strengths & weaknesses.
### EMPLOYEE ENGAGEMENT (Figure C)

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| 80% of HR executives have responded that low engagement is a significant business risk | ✓ To address the given issue, organization should leverage the benefits of pulse surveys. Pulse surveys are like an anonymous suggestion box that provides data about the work environment, managerial capabilities and organization’s mission. It is a real time feedback on employee satisfaction & sentiment.  
 ✓ Engagement goals should be incorporated in organization’s DNA. This can be done by assigning employees specific, measurable, achievable & realistic goals that are directly linked to high level organizational goals. This helps the employees to see the organization in a different & broader perspective.  
 ✓ Organization should also help in creating a learning culture that fosters individual growth and fulfilment. This can be done by continuously developing employees through stretch assignments, multidisciplinary projects etc. |
### Performance Management (Figure D)

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| 74% of HR executives have responded that performance management must be simple and transparent. At the same time, it should be developmental in nature. | ✓ To tackle this issue, organization should try to make goal management more agile & transparent. It must be sure of the business and cultural outcomes that it is trying to achieve.  
✓ Employees should make their goals public for all to see & the organizations should revisit them on a regular basis. This will help the company to gain competitive advantage.  
✓ The implementation of the plans against the targeted goals should be monitored frequently & modifications should be made accordingly.                                                                                                                |
| 81% of HR executives are of the opinion, that bell curve is not truly representative of employee value | ✓ For tackling this problem, organizations have to understand, that giving single rating is not at all productive. It should try to use value based scales.  
✓ Further, managers should have monthly “feedback meetings”. This will help in developing a culture of conversation, goal setting & on-going performance discussion.                                                                                                             |
| 73% of HR executives believe that organization should loosen the connection between compensation and performance rating | ✓ To address this problem, organization should give employee the compensation adjustments which are based on the factors like customer impact, skill scarcity & competitive nature of their positions.                                                                                     |
| 68% of HR executives feel that performance management processes make supervisors crazy with forms, procedures & tasks. It creates more issues than resolve. | ✓ For solving this issue, organization should emphasize on management, instead of focussing on process. This means that managers should be empowered with the tools and skills so that they can manage their team in their own way.  
✓ Individualised development plans should be implemented for employees so that they can enhance their performance consistently.                                                                                                                   |
| 66% of HR executives are of the opinion that comparing people with their peers | ✓ To tackle this issue, organization should focus on competencies, critical skills, |
during talent reviews & calibrations is not productive.

achievement of performance goals & core values that employee brings to the organization. It should not emphasize solely on relative results or grades.
### Succession Planning (Figure E)

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| 73% of the HR executives have given the feedback that succession planning in most of the organizations is not properly implemented. | ✓ To tackle this issue, organizations should evaluate potential future leaders on the basis of competence, networking skills & culture. It means that future leaders should be evaluated on the basis of their business & planning skills, dexterity to connect with people and passion with which they pursue organizational goals.  
✓ The tools for development like job experience (job rotation, projects & special assignments given), coaching (should be given by as many different managers as possible) & formal learning (identifying personal attributes like soft skills) should be implemented.  
✓ The employees should be interviewed periodically about their aspiration regarding the job & their learning’s from previous job.  
✓ The talent which is needed today may not be relevant five years down the line; therefore organizations should have flexibility & vision to foresee future contingencies. It should have wider pool of prospective employees keeping in mind the dynamic business environment & individualised development of the employee. |
| 68% of the HR executives feel that most of the organizations do not have understanding of critical roles which drive their revenue, productivity & innovation, as well as potential talent gaps. This can harm the business and put it at a significant disadvantage | ✓ To overcome this problem, organizations have to develop easy to understand graphical data to show clearly which individuals should move to the next level or position(vertical or lateral advancement)Employees should be actively engaged in the succession plan rather than making assumptions for them.  
✓ Competency & performance data should be leveraged to create developmental plans for individuals, departments & entire organization.  
✓ Further, companies should help in actualizing the career plans of individuals by expediting the skill development of |
critical talent. It should also foster the advancement of diverse groups like minorities and women.
## Talent Retention (Figure F)

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| 81% of HR executives have given the feedback that inability to retain critical talent is a major impediment for the success of the organization. HR executives feel that most of the employees leave the organization for better position elsewhere and it means that organization has to suffer the loss of productivity and also has to bear the cost of hiring. | This issue can be resolved by taking following steps:-  
✓ Organization should introduce variable pay into the reward mix.  
✓ It should query prospective candidates about their long term plans. Organizations should develop a short term, performance based bonus and compensation system that rewards continued employment for three months, six months, one year etc.  
✓ Companies should empower employees to succeed & grow, rather than just pushing them to achieve target. It should develop a customized retention strategy for the critical talent, as each individual is motivated by different things.  
✓ Further, organizations should keep the line of communication open between employees & managers, especially regarding the career as the career goals change over time. It should foster individualized conversation on a regular basis. |
Conclusion

Any organization that aspires to grow on the global stage should have the ability to put the right person at the right place. It should make an effort to expedite this process at basic level. Though organizations are claiming from a longer time that employees are their best assets, but making the most of the potential talent has acquired a new urgency. Organizations can pull capital, information technology equipment, world class processes, state of art technology, but in the end it is the people who matters most. They are the ones whose contribution will have significant & effective impact on organizational success & survival.

Changing demographics, economic evolution & technology will have a profound impact on talent management. Organizations have to show sheer persistence for bringing long term results. The organizations which are successful in talent management practices have consistently demonstrated their commitment to develop potential talent. Overtime this commitment has translated into a strong base and pipeline of talent, which has its positive impact on business performance. The writing on the wall is clear. Those organizations which emphasize on talent & consider it as a key differentiator will be definitely having competitive advantage in comparison to other organizations. Thus, it can be said that innovative ideas, discipline and strong execution play a prudent part in implementing talent management practices and this will also help in creating a talent mind-set that will prepare the organizations to face the challenges ahead.
Future Implications of Talent Management

In future talent management has to develop innovative solutions for the organizational problems. The implications of Talent Management in future are given below:-

➢ In future, organizations will track broad workforce trends as well as details on specific workforce segments. It has to regularly gather information on workforce demographics as well as employees’ attitude, behaviour & skills. For doing this, organization has to rely on both quantitative and qualitative information, which can be obtained by tapping the information from varied sources like internal databases, internal business intelligence systems, internal and external Weblogs etc.

➢ Companies will be creating a talent reserve of competent employees which can be used later. It will prepare employees in advance for potential role and offer learning opportunities for them on a purposeful and continuous basis. The organizations will tap the best talent on need basis. For hiring these kind of potential employees, companies will be relying heavily on free agency, professional organizations, online networks etc.

➢ With the help of technology, organizations will leverage manager employee relationship through gathering employee information and creating communication that is based on individual needs. The customization of employee communication will help the future managers in performing plethora of tasks like developing a personalized employment agreement with employees, outlining project details, deadlines, personal development plans and personalized incentives.
In near future, organizations will use consumer marketing technologies to customize total reward packages. Through personalized Web portals, organizations will award reward menus and associated dollar credits that are tailored to groups of employees and even individual employees.

Organizations will have more unified and compassionate culture. The power of organizational culture can be tapped to address the employee’s most basic needs and personal work needs. The employees will be treated with dignity and they should be given the opportunity to participate in productive & meaningful work. They will also be given the privilege of sharing the ideas and receiving the acknowledgement. It will build a culture free of any kind of discrimination based on gender, sex, age, employment type and job location.

In near future, organizations will promote collectivist values and reward collaborative contributions. It will highlight the goals, standards and destinies that all employees share and emphasize the commonalities among employees like the need to make a living and the desire to participate in fulfilling work.

Organizations will become expert at minimizing the job insecurities of employees, by helping them to maintain up to date skills and external marketability with continuous, personalized development support and projects divided into distinct parts that employees can manage and add to their resumes. Employment enhancement opportunities will be a regular part of employee value proposition, giving the employees the tranquillity of mind that comes from maintaining job market value.
In near future, companies will employ a variety of democratic decision making tactics, including informal employees’ poll and formal Web polling of stake holders. Employees will make the decisions on the basis of their expertise and closeness to the issues at hand. Companies will be in the practice of having employees vote on job candidates, the hiring & firing of managers and the overall strategic issues.

Future executives will have to ensure that information systems and knowledge sharing incentives are in place. This will make the information available to the entire organization which was once reserved for executives. Incentives will be offered to the employees if they act as knowledge stewards (subject experts) and brokers (Knowledge stewards who connect with knowledge users). Knowledge sharing system and incentives will ensure that employees have the resources to make decisions and act as leaders.

In near future, executives and managers will have to coach employees in information gathering, peer communication and negotiation. Decentralized and democratic decision making will facilitate more fluid & flat organizational structure. It will also help in creating more flexible and broad job description. Thus organizations can leverage the knowledge & experience of its talented employees.

Since only 10-20% of employees are A players, therefore organizations cannot afford to ignore B players who are not necessarily less intelligent but may be less ambitious or looking for a better work life balance. Organizations will be depending on the commitment & contribution of these steady players(B players), who also provide stability & counterbalance against the ambition of high performing visionary A players(DeLong & Vijayaraghavan,2003)
Employers may face difficult challenges in recruiting & hiring people in the future, but these challenges will not be due to shortfall in the number of employees caused by demographic shifts. It will be due to the fundamental changes in the nature of employer-employee relationship that contributes to the difficulty of retaining employees. To tackle this, employers have to improve their inadequate human resources capabilities, rather than worry about a non-existent shortage of workers. (Peter Cappelli)

“Talent issues” cannot be discussed in vacuum. In this age of extreme diversity, where employees no longer work where their employer can supervise them, or in the jobs with easily measurable output, organizations will be creating innovative & new ways to bind their workforces together. (Cairncross, 2002)

**Directions for future research**

- There is a need of exploring future avenues to develop the field of Talent Management & tie it more closely to the large volume of work in strategic human resource management.
- It is evident from review of literature that Talent Management as a field is still in growing stage. In future it can be expected that larger pool of talent management scholars will join and facilitate in its transition from growing stage to a mature field of study.
- The research was carried out in Bangalore city. Future studies can be conducted in other cities.
- The present study was confined to IT industry. There is a lot of scope for research in other industries like manufacturing, banking & financial institutions etc.
There is a lack of empirical and qualitative research on different generation of employees. Therefore, there is a strong need to further study the differences in rewards, development & training needs, leadership styles and motivations of different generations. (Paine, 2006)

Research can be carried out for addressing the specific competencies associated with globalization and the increasing demand for global leaders at all levels. Effective assessment tools are also needed to evaluate and track global leadership competencies. (Beecher & Baltzley, 2008)

Organizations and academic institutes will need to evolve their approaches to learning & development on account of higher levels of diversity among employees in terms of language, culture, knowledge & cognitive capacity. It requires a readiness to put aside past beliefs & wisdom, and actions should be based on contemporary facts & information. This means making more informed & intelligent decisions to update practices. (Pfeffer & Sutton, 2006)
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