A Study on Talent Management Approaches & Challenges of Selected IT & ITes Companies in Chennai District

*Dr.D.Mahesh
**Dr.C.Gnanaprakasam

*Associate Professor, Agni School of Business Excellence, Dindigul, Tamil Nadu.
**Associate Professor Agni School of Business Excellence Dindigul, Tamil Nadu.

Abstract

It is difficult to identify the precise meaning of "talent management" because of the confusion regarding definitions and terms and the many assumptions made by authors who write about TM. The terms "talent management", "talent strategy", "succession management", and "human resource planning" are often used interchangeably. Consider, for instance, the following statements regarding processes for managing people in organizations. It ensure the right person is in the right job at the right time, a deliberate and systematic effort by an organization to ensure leadership continuity in key positions and encourage individual advancement and, managing the supply, demand, and flow of talent through the human capital engine. The word talent is always in the news. Its utility is undying and all enveloping. It is occupying the center stage in the spheres of science, technology, education, sports and more visibly in the field of business and enterprise with a rage not seen before. Talent has emerged as an extremely confident and sensitive entity. Its message to one and all is better prefer, possess and pamper me or you will perish (War for Talent). This Study aims to investigate the importance, process and present situation of managing talented employees in the sectors of IT and ITeS. Human Resources Managers of selected IT and ITeS companies in Chennai each took part in interview regarding the needs, recruitment, tools and management approaches of talented employees. For this purpose researcher identified only four talent related attributes, viz., Awareness of talent management strategies', performance culture ', work-life balance 'and retention management. This study also revealed that having talented employees helps the firms drive and compete, but it is difficult to acquire such people. In the recruitment of new employees, personality and interpersonal skills were more important than educational background because candidates were deemed to be expert in specific sciences, so, what a candidate must have is personality matching the company's culture, especially the characteristic of working as a good team member. Researcher used to collect the Sampling frame which tells about type of the companies are taken for sample to study i.e., selected IT & ITeS Companies in Chennai has incorporated Talent Management strategies with minimum number of 200 employees.

Keywords: Talent Management, human resource skills, human capital, Information Technology.

Talent Management – An Overview: It refers to the process of developing and integrating new workers, developing and retaining current workers, and attracting highly skilled workers to work for a company. Talent management in this context does not refer to the management of entertainers. The term was coined by David Watkins of Soft cape published in an article in 1998. The process of attracting and retaining profitable employees, as it is increasingly more competitive between firms and of strategic importance has come to be known as "the war for talent."

Talent management is a process that emerged in the 1990s and continues to be adopted, as more companies come to realize that their employees' talents and skills drive their business success. Compa11ies that have put into practice talent management have done so to solve an employee retention problem. The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather must be practiced at all levels of the organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives.

In current economic conditions, many companies have felt the need to cut expenses. This should be the ideal environment to execute a talent management system as a means of optimizing the performance of each employee and the organization. However, within many companies the concept of human capital management has just begun to develop. In fact, only 5 percent of organizations say they have a clear talent management strategy and operational programs in place today." To develop a clear talent management strategy and to increase awareness of available talent and successors, all organizations should conduct regular Talent Review meetings to be prepared for a variety of business changes, such as mergers, company growth, or a decrease in talent needs. In the same way that all companies have regular Meetings and reports regarding their financial status and budgetary needs, the Talent Review meeting is designed to review the current talent status and future successor needs in the organization.

In today's challenging business environment of going global and competition becoming intense, organizations have mounting pressure to perform better than before. Over the years, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes (Bryan, 2004)1, wherein employees' skills and personalities are appropriately deployed to optimize performance, is a critical and difficult task. Furthermore, identifying and developing executives who have leadership potential, like every other vital strategic function, is a demanding process that is equal parts of Arts and Science (Judy Klein and Stephen A. Miles, 2003)2. To carry out this mission, organizations should develop and deploy talented people who can articulate the passion and vision of their organizations. Though operating excellence, technical competence, marketing savvy, energy and drive are always important, talent-intensive organizations also require soft skills that facilitate execution across departments. Not only Software and ITES Companies, no organization can rest in peace under the assumption that once they have recruited the employee in place, their job is done. The real challenge that is faced by these industries is not hiring the right person for the right job, neither their Performance Management System, nor their Work Climate nor Culture, but in retaining the employee. It is proven beyond argument that it is the people who make or break the organization.

Talent Management Meaning: Talent management, also known as Human Capital Management, is the process of recruiting, managing, assessing, developing, and maintaining an organization's most important resource – i.e. its people (Bhatla, 2007)6. Talent management initiatives must involve dialogue and engagement with business in order to hire, retain and develop the talent that is needed to achieve the business goals. (HR Focus, 2008)7. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive and people oriented organization culture. Talent Management refers to identifying the employee talent and utilizing it effectively and retaining the same talent to compete with similar organizations. Talent is a competitive advantage. According to (Christonel, 2002), New Value Systems will converge and reinforce each other, creating a company capable of winning big. Most of the organizations fail to identify the suitable candidates at the first place, and in case they do identify they fail to retain them.

Role of IT & ITeS in India: The Indian IT Industry has been making a marked shift by offering services in IT consulting, system integration, remote infrastructure management, network consulting, KPO and integration processing services. The IT R&D services currently account for more than 15 percent of the total IT exports. India's strengths have been its large growth potential, increasing outsourcing trend, large talent pool availability, high quality educational infrastructure, low operating costs, R&D strengths, and the government initiatives. Around 175 of the Fortune 500 companies have R&D operations in India. A vast network of state-owned national research laboratories provides world-class support. The IT-ITES Industry's contribution to the Indian GDP had increased from approximately 1.4 percent in 1998-99 to 5.2 percent in 2006-07. The IT-ITES industry includes hardware, peripherals, networking, training, and domestic and export market for IT services and software and ITES-ITES. Department of Information Technology Indian ITESs is facing an enormous challenge in reducing attrition rate and to develop innovative Talent Management initiatives. A budding industry needs to draw parallels and examples from other industry practices to meet with the challenges in the competitive era. There are varied reasons for the attrition rate. Some of them are as follows:

a) No Career development
b) Night Shifts
c) Monotonous / boring Job
d) Other reasons.

The Researcher found some important above reasons for high attrition rates, which are pretty steep and are around 40-50 percent. Currently, it is about 35 percent in non-voice and 45 percent in voice call centers. About 80 percent of them look for better careers within the same industry. Agents want to become team leaders. Team leaders want to become supervisors. Supervisors want the job of CEO. As seen from the above, ITES Industry indeed has a huge challenge before it and its approach has to be proactive and it has to develop Innovative Talent Management Strategies, in other words a satisfied employee knows clearly what is expected from him/ her every day at work. Changing expectations keep people on the edge and creates unhealthy stress. This creates insecurity and makes the employee feel unsuccessful. An employee's deliverables at work must be communicated to him clearly and thoroughly. The quality of the supervision an employee receives is critical to its talent retention.

Literature Review: A detailed survey of the concerned literature has been carried out based on various journals, reviews concerned magazines and internet and presented below: Any Organization needs to have a vision and a well defined strategy on hiring for the future. We should have the right talent to attract and retain the best available talent for which a number of measures for talent management are required. [KARTHIKEYAN, 2007] Emphasis has been paid on initiatives that can be put in place to help organization to retain and nurture the talent [PANDIT, 2007]. The fundamental aspects about the definitions of human recourses have been discussed and planning of new models has been discussed. The need to disband the conventional school of thoughts about organizational behavior has been advocated and a new approach has been suggested for HR ANANDARAM, 2007. The Strategic Development of Talent by William J. Rothwell "Rothwell ignites the imagination, expands the possibilities, and offers practical strategies any organisation can use to effectively develop, retain and utilise talent for the benefit of an organisation and enter the fluid, flexible future. Managers at all levels will cheer the sanity Rothwell suggests." The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People by Lance A. Berger" This is an outstanding reference work that succinctly explains a simple and practical approach to the identification, assessment and management of talent in the current, dynamic operating business environment. The book plainly gives advice on how to avoid high staff turnover, poor morale, and poor performance." Focusing on the challenge of attracting and retaining talent faced by Indian HR mangers, the article outlines initiative that can be put in place to help organization retain nurture and retain the talent "A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational need" Patricia K. Zingheim, Jay R. Schuster, and Marvin G. Dertien(2009) in their study on Compensation, Reward and Retention Practices in Fast-Growth Companies show that during rapid growth, executive leaders are willing and able to make changes to adapt to different challenges and opportunities as they move from startup to sustained growth. Smith and Campbell (2008) proposed a descriptive model of talent management. According to them "talent management is the work of designing and implementing the strategies, culture, systems and processes needed for talent sustainability" The organisational systems and processes that are central to talent management include

1. Executive commitment and engagement
2. Critical talent identification, development and succession
3. Learning and development,
4 Competency model development and deployment Taleo consultants (2009) define talent management as the implementation of integrated strategies or systems designed to improve processes for recruiting, developing and retaining people with the required skills and aptitude to meet current and future organisational needs. Like other models of TM, Taleo's model also stresses the need for the integration of talent management processes with business goals and thus become the driver of business performance. The model also calls for strong executive commitment and engagement along with the requisite infrastructure to ensure that the organisation has the right quality and quantity of people. Bearing Point Management and Technology (2008) proposes that for success of the organisational mission, an integration of organisational and employee based human capital strategies is very important.

An effective talent management programme needs an alignment between the overall organisational strategic intentions, people management practices and the technology. Bearing Point recognizes that competencies serve as the critical foundation for creating a high-performance organization and therefore must be integrated into the core of any talent management system.

Research Methodology

Research Problem: In an organization, there is nothing more crucial than fitting the right employee in the right position, or else you would be trying to fit a square peg in a round hole. When people do jobs that just don't suit their liking, inclination or temperament, the results, or rather the lack of them will be obviously disastrous. Low productivity, dissatisfaction, low morale, absenteeism and other negative behaviors will become typical till the employee is shown the door. Otherwise, there is another option. Talent Management, which is a conscious, deliberates approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Organizations need to have a vision and a well defined strategy on hiring for the future. India has become the outsourcing capital of the world and this has created its own set of HR challenges. India's biggest problem is that potentially qualified engineering graduates are becoming scarce. Despite large population, the supply of engineers cannot keep up with the sharply increasing demand.

Objectives of the Study: The study aims at exploring, in detail the following in the context of IT and ITES sectors:

1) To Study the employee understanding of Talent Management strategies in select companies.
2) To Study the Performance work culture of select companies
3) To understand the employee retention strategies and ascertain the causes of attrition, based on employee satisfaction levels.
4) To suggest ways and means of improving talent management process on a sustainable basis.

Scope of the Study: In the recent days, the HR Department of any organization is vested with the responsibility of managing the Talent in addition to its conventional function of providing good human capital to an organization. In order to perform this function, they use the following methods viz., Identifying the Talent which is required Right Selection of him Talent Implementing competitive compensation plans Training and continual development of Competencies Practicing state-of-the-art performance appraisal systems Aligning the acquired Talent Developing and nurturing the Talent, and Retaining the Talent

Hypotheses of the Study The following hypotheses are formulated for testing in the study:
H1 The success of Talent management efforts in an organization is dependent upon the employee's awareness about how to achieve better level performance.
H2 the performance work culture has a considerable impact on the talent management practices in Organizations.
H3 There is a relationship between Talent Engagement and Employee's retention.

Research Design: The present study is exploratory in nature. i.e. to explore the talent management strategies and challenges in IT and ITES sectors. Primary data for the study was collected from the employees of IT and ITES sectors in India. Two ITESs and Two Software companies have been selected from Chennai by using a Stratified Random Sampling method. Respondents considered for the Study were employees from the HR Managers and Executive cadres of the organizations. Researcher took great care to ensure that the samples were suitably random and as representative as possible by selecting the respondents from different departments and divisions within each stratum. The study uses Primary and Secondary sources of data for the purpose of collection of primary data. Selecting the Corporate HR professional and Executive level Employees from the select companies, and finally on a random basis 30% of the respondents are selected from the above companies of ITeS& IT.

Method of collecting the Data: For exploring the contribution of Talent management strategies and challenges of present study, 200 executive-level employees of the select IT and ITes companies were selected and questionnaire was circulated among the employees

Tools and Techniques: Data has been analyzed using various statistical tools to study the relationship between the two variables. Tools such as Frequency Table and Chi-square Analysis have been used to analyze the data.

Data Analysis and Interpretation: Frequency Tables with explanation

All the questions in the first instance, has been drawn through frequency tables and showed in the form of pie diagrams or other pictorial form and composite tables.

Opinion of respondents in four companies about, Does Company requires strategy to manage talents, all most all respondents have given a positive response that there should be strategy to manage talent of an employee.

Table No.1- Respondents opinion on strategy to manage talents

Frequency	Percent	
Yes	177	88.5
No	23	11.5
Total	200	100.0

From the above Table1, It is understood that all employees of the 4 companies Observed, regarding strategy to manage talent of the organization, it shows all four companies has given importance (88.5%) to talent management activities and No importance (11.5%).

Table No.2- Amount of training given is to improve cognitive skills

Frequency	Percent	
Yes	112	56
No	80	40
Not responded	08	04
200	100.0	

From the Table 2, It is understood that all employees of the 4 Companies feel that, regarding training given is to improve skills were Observed and 56% of respondents feels it improves their skills and 40% Of them says it will not improve, remaining 04% were not responded.

Table No.3-Impact of Talent Management strategies on selected companies

Alternatives	Not at all	Slightly	Partially	Fully	To full extent
Amount of comprehensive talent strategy	2% (4)	13.5% (27)	47% (94)	26% (52)	11.5% (23)
Amount of Talent management focus	4.5% (9)	13.5% (27)	33.5% (67)	34% (68)	14.5% (29)
Amount of introspection, reflection and contemplation	2% (4)	22.5% (45)	29% (58)	30% (60)	16.5% (33)
Talent retention in your organization	2.5%(5)	21.5%(43)	30.5%(61)	38%(76)	7.5%(15)
Success and implementing of talent management	3%(6)	22.5%(45)	38%(76)	26.5%(53)	10% (20)
Role of individual performance in talent management process	2%(4)	11%(22)	35%(70)	32%(64)	20%(40)
Potential enhancement process	2.5%(5)	16.5%(33)	44.5%(89)	22%(44)	14.5%(29)

From the above Table 3, Talent management process and strategies of the companies is assessed by getting the opinions of all employees of the 4 companies, on each alternatives describing talent engagement process for this purpose, 7 Alternatives were designed and the opinions of the employees on each Alternatives were obtained with the (help of a questionnaire).

Table No. 4 - Analysis of frequencies showing causes for Attrition and managing Retention

Alternatives	Never	Rarely	Uncertain	Often	Very often
Frequency of absenteeism due to personnel reason influenced regular work	(80) 40%	(89) 44.5%	(20) 10%	(10) 5%	(1) 0.5%
Frequency of absenteeism due to religious obligations	(75) 37.5%	(85) 42.5%	(34) 17%	(3) 1.5%	(3) 1.5%
Influence of personal reasons in reduction of productivity	(106) 53%	(55) 27.5%	(28) 14%	(3) 1.5%	(8) 4%
Feeling of the respondent towards work life balance	(41) 20.5%	(56) 28%	(30) 15%	(57)28.5%	(16) 8%
Feeling on quitting the job	(102) 51%	(46) 23%	(20) 10%	(27)13.5%	(5) 2.5%
Level of productivity due to monetary benefits.	(53) 26.5%	(45) 22.5%	(46) 23%	(50) 25%	(6) 3%

From the Table 4, shows the causes for Attrition and managing Retention of the companies are assessed by getting the opinions of all employees of the 4 companies, on Alternatives describing employees leaving the organization due to various reasons and how to avoid this situation is studied, for this purpose 10 Alternatives were designed and the opinions of the employees on each statement were obtained with the (Help of a questionnaire)

Chi-square test with explanation

Chi-Square is a very powerful tool for testing the significance of many attributes on many other attributes, i.e. the discrepancy between theory and experiment, which can be analyzed through Chi-square test. In short, this tool explains whether the deviation of the experiment from theory is just by chance or is it really due to the inadequacy of the theory to fit the observed data.

Table No. 5 - Chi-square test analysis Awareness of Talent management strategies and Performance culture practices

Alternatives	Chi-square value	df	p-value	Significant/ Not Significant
Amount of comprehensive talent strategy	31.069	12	.002	Significant
Amount of Talent Acquisition	42.116	12	.000	Significant
Talent management focus	23.715	12	.022	Significant
Amount of introspection, reflection and contemplation	59.332	12	.000	Significant
Aspects which help business performance and maintain the competencies	94.134	9	.000	Significant

Table 5 - shows the Awareness of Talent Management strategies and Performance culture Practices to the Employees in the select companies, is assessed by getting the opinions of employees of the all four companies, on each alternative describing. For this purpose, 21 alternatives were designed and the opinions of the employees on each Alternative were obtained with the help of a questionnaire.

Hypothesis: H1 The success of Talent management efforts in an organization is dependent upon the employee's awareness about how to achieve better level performance. ----**Accepted**.

H2 the performance work culture has a considerable impact on the talent management practices in Organizations----**Accepted**

The researcher found that, although many HR Managers view performance culture as the process of developing goals and attending to the process of annual performance appraisals, it is, in fact, far more. Performance management is management. It represents all the processes used by line managers and team leaders to align, coach, assess and develop people. These processes go far beyond performance appraisals – they touch the activities of every manager nearly every day.

Table No. 6 - Source of Attrition and Retention management of employees based on employee satisfaction in the Talent Engagement process.

Alternatives	Chi-square value	df	p-value	Significance / not significant
Frequency of absenteeism due to personal reasons influencing regular work	18.932	12	.090	Not Significant
Frequency of absenteeism due to religious obligations	33.340	15	.004	Significant
Influence of personal reasons in reduction of productivity	50.454	15	.000	Significant
Feeling of the respondent towards work-life balance	59.365	15	.000	Significant
Respondent feeling on quitting the job	37.217	12	.000	Significant
Level of productivity after returning from leave	64.102	15	.000	Significant

The composite score given by the employees to all the Alternatives reveal their opinion about the causes of attrition and retention management which has an impact on talent management in the organization. Overall scores for the 14 Alternatives out of 17 Alternatives show it is significant as the employees of the 4 companies differed in their opinion about the alternatives.

Hypothesis:
H4 There is a significant relationship between Talent engagement and employee's retention, **Accepted.**

Concluding Remarks: Thus, the four attributes of the study are analyzed with the help of Chi-square Test and Factor Analysis. From the analysis it is found that the three attributes, viz., Awareness of Talent Management Strategies, Performance Culture and Retention Management seem to give a good representation as successful measures for good Talent Management practices in the four companies selected for the research study. Areas such as contribution of talents for adding value to organizations through new knowledge development and their preservation have become increasingly important. Therefore, become more and more important for business organizations in order to survive intense competition. By creating a talent nurturing environment and organizational culture can help organizations acquire better competitive advantages over their business rivals.

Conclusions of the Study: The study on the specific attributes of research, i,e., Awareness of Talent Management Strategies, Performance culture and Retention Management, was conducted on executive level employees in the organizations chosen for research. The data collected and analyzed there upon, the following conclusions are drawn:

1. It is understood that all employees of the 4 companies observed that Talent management strategies is over all satisfactory for the data collected and there is a considerable scope for improvement of the same.

2. The respondents in select organizations of the study disclosed that, the most highly rated strategies for improving talent management are:-

a. Improving communication and culture across all levels in the Organization

b. Decentralizing and empowering Strategic decision making at all levels

c. Smart problem solving

d. Developing the competencies of the employees

3. It is understood that all employees of the 4 companies observed that performance culture has considerable impact on Talent management.

4. Almost 72% of the respondents collectively rated their companies' ability to manage talent as good and excellent. This concludes that Managing Talent is linked with better employee performance.

5. A Good system to manage talent helps in bringing about a sea change in the talent management practices across organizations. This in turn, will result in nurturing/developing a better employee retention management system.

6. More than 60% of the respondents in the select organizations view Performance Culture as the sole driving force for developing new talent and also to nurture the existing talent contained within them.

Conclusions based on responses from HR Professionals: The responses from HR professionals in the select organizations are examined. These organizations require improvement in the following areas: 1. Aligning employees with mission and vision of the organization - Creating a culture that values employee's work, where employee's ideas are listened to and valued; 2. Creating policies that encourage career growth and development opportunities 3. Identifying gaps in current employees and improving candidate competency levels. 4. Creating a culture that makes employees want to stay with the organization regarding their leaves and other personal obligations. Talent Management should be practiced, advocated and preached by all the top management concerned in the select organizations, which in turn will ensure its implementation and would also produce organizational excellence through people.

Scope for further research: The present study explores talent management practices in the select IT and ITES sectors in India. The contribution of only four talent related attributes, viz., ‗Awareness of Talent Management Strategies', Performance culture Retention Management have been explored. However, it is pertinent to understand the limitations of the present study, which are as follows:

☐ Limited Geographical Coverage

☐ Study is limited to few IT and ITES companies.

☐ Study covered only Executive level employees.

In this study, only a select IT and ITES companies have been covered. The success factors for these companies have been analyzed. The success factors for these companies depend on innovation, technology, ability to retain highly talented employees, etc. The study has included only software and IT enabling services. As a result of this, many characteristics of other business companies could not be captured in the study. This is another limitation of the study

Conclusion

As organizations continue to pursue high performance and improved results through Talent Management practices, they are taking a holistic approach to talent management from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The mandate is clear for organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right Talent and supporting technology solutions. All interviewed companies pointed out that personality and interpersonal skills are more important than educational background, because they believe that every candidate is to be proficient in a specific field. What talented candidate must have is personality that matches the company's culture, especially characteristic of working as a good team member. However, the explicit career path and development is utilized as the motivating tool by all interviewed companies. By implementing an effective talent management strategy, including Integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as Organizational readiness for the future.

References:

• Schneider BJ and Dachler PH (1978), ―A Note on the Stability of the Job Description Index‖, Journal of Applied Psychology, Vol.63, pp 650-3 59

• Costa PT and Mc Crae, (1980), ―Influence of Extraversion and Neuroticism on Subjective Well-being: Happy and Unhappy People, Journal of Personality and Social Psychology, Vol.38, pp 668-78 60

• Graziano WG Jensen Campbell LA and Hair EC (1996), ―Perceiving Interpersonal Conflict and Reacting to it: The case for Agreeableness, Journal of Personality and Social Psychology, Vol. 70, pp 820-35 61

• Judge TA Higgins CA Cable DM (2000), ―The Employment Interview: A Recent Research and Recommendations for Future Research, Human Resource Management Review, Vol. 10, No 4, pp 383-406 62 Salgado JF (2002), ―The Big Five Personality Dimensions and Counterproductive Behaviors, International Journal of Selection and Assessment, Vol. 10, pp 117-25 63

• Gellatly IR and Irving PG (2001), ―Personality, Autonomy, and Contextual Performance of Managers, Human Performance, Vol.14, No.3, pp 231-45 64

• SC Poornima (2008), ―Strategic Approach to Tackle Attrition: IT and ITES Industry, The Icfai Journal of Management Research, Vol. VII, No. 3, pp 25-33 65

• Wheatley, Independent, 16th July 2004, pp 2-3 66

• Health & Safety Executive (HSE), 3rd July 2002 pp 1-2 67

• Negel Nicholson, ―How to manage your most difficult people?, Indian Management, March, 2003, pp 2-49 68 VanRooy, DL & Viswesvaran (2004), Emotional Intelligence: A Meta-Analytical Investigation of Predictive Validity and Nomological Net, Journal of Vocational Behavior, 65(1), pp 75-95

• Pradeep Kumar Ekka, ―Managing Employee Attrition, Indian Management, June 2005, pp 80-4 70

• Nitin Aggarwal, ―Making the right call, Indian Management, December, 2005, pp 40-2 71

- Koustuv Mitra and Ankush Mendiratta, ―Convergys: Focusing on right hires, Indian Management, December, 2005, pp 54 72
- Kyle Lundby, Kenexa, Siddartha Parthasarathy (2009), ―Keeping Call Center Employees Happy: Human Capital Retention in BPOs, Human Resources Newsletter, pp1-4 73
- Rhea Dutta Gupta, ―Identifying and Managing your assets, Talent Management, Pricewaterhouse-Coopers, London 74
- Christian M. Ellis, ―Performance appraisal - Myth and Reality, Talent Management Hand Book, pp 104-8 75 Shilpa Surana, ―Inside the soul of the organization, Indian Management, August, 2005, pp 80-3 76
- Srinivas, Kalburgi, ―Workplace spirituality: An American Affirmation, Chinmaya Management Review, Vol 3., 1999, p 33-46 77
- Ashmos and Duchon, ―Spirituality at work: Conceptualization and measure, Journal of Management Enquiry, Vol. 9 No.2, pp 34-5 78
- Elkins, David, ―Beyond Religion: A personal program for building a spiritual life outside the walls of traditional religion, The Theosophical publishing house 79 Mittroff, ii and Denton, E.A, ―The search for meaning in the workplace, Abington press, Nashville TN 80 Tompson WD, ―Can you train people to be spiritual? Training and Development, Vol.54 No.12, pp18-9 81
- Maharshi Mahesh Yogi, Professor of economics and social science, at IIM-B, www.lifepositive.com 82 Goodstein LD and Lanyon RI, ―Applications of Personality Assessment to the Workplace: A Review, Journal of Business and Psychology, Vol.13, pp 291-322 83
- Hurtz GM and Donovan JJ, ―Personality and Job Performance: The Big Five Revisited, Journal of Applied Psychology, Vol,85, pp 869-79 84
- Bozionelos N, ―The Relationship between Disposition and Career Success: A British Study, Journal of Occupational and Organizational Psychology, Vol 77, pp 403-20 85
- Piyush Mehta, ―People: The secret to successful global sourcing‖, Indian Management, December, 2005, pp 44-6-174-86
- Michaels, Hanfield-Jones, and Axelrod, ―The war for Talent‖, Boston: Harvard Business School Press