

**TALENT MANAGEMENT AND SKILL DEVELOPMENT IN INDIAN CONTEXT****J. Shanthi**

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**Abstract**

Talent Management is a growing and widely recognized field both by the practitioners as well as by the academicians. It is one such stream which is endowed with both credibility and also shortcomings. Some of the shortcomings include lack of conceptualization and also its narrow focus only on a profit driven approach towards the Organisation. The lack of conceptualization is due to the fact that it is not customized to suit the day to day functioning of organization and thus, this research paper focuses on contextualizing talent management by taking into account the possible actors within the Organisation. Additionally, having better-context bound TM research will help to better understand its applications. It is also worthy to mention that its implementation is not a one time act but a continuous process. The researcher found that many of the earlier studies focused only on what this practice can actually do to the Organisation. Whereas talent management is not result oriented but process oriented. Focusing only on the outcome, the component of skill development which was a critical component of the process was ignored and thus paving way for the researcher to shed light on the skill component. Yet, when it comes to the ultimate goal of talent management practices or programs implemented by the company is not only to identify, attract and develop right talent but also to provide a circumstantial insight to predict the behavior of employees at times of talent management interventions. Kaur (2013) stated that global organizations or multinationals find it difficult to manage their talent as compared to the local or national companies. Thus, the researcher has focused more on Talent Management with specific thrust on Skill development amidst the ecosystem in which it is operating to enhance productivity and also to provide a customized approach which is the main aim of this study.

**Keywords :** *Talent acquisition, Management, Skill Development, Indian Context, Strategic plans*

**Introduction**

In recent years, business organizations are faced with competition at International level and as well as shift in market trends. This scenario has led to the focus towards Talent management not only from the managerial perspectives but also from the field of academic research (Scullion et al., 2010). One of the prominent criticism on Talent Management was that it failed to offer direction and vision to the Organisation when it was most needed. ( Cascio and Boudreau, (2016). Yet, over the last decade TM is has emerged as one of the fastest growing

and most sought after disciplines in the management field (Collings, Scullion, and Vaiman, [2011](#)). However, many questions remain, particularly those related to what happens in practice, and, above all, why (Thunnissen and Gallardo-Gallardo, [2019](#)). Surprisingly, there is little knowledge about how TM is understood, executed and improvised within organizations, not to mention about its outcomes and effectiveness. It has been suggested that this can be explained by the fact that TM is usually designed and implemented as a logical and instrumental process disconnected from its organizational context and the interrelated actors (Thunnissen et al., [2013](#)).

However, it needs no seer to mention that recruitment, development and retention of talent has emerged as one of the most critical issues faced by companies worldwide. Talent management (TM) can be described as the programmes and processes that involve the systematic recruitment, identification, development, deployment and retention, which are of particular value to an organization to create strategic sustainable success (Boudreau and Ramstad, [2005](#); Collings and Mellahi, [2009](#); Scullion, Collings, and Caligiuri, [2010](#)). The business scenario of today is seemingly complex due to globalization, breakthrough in terms of technology and innovation and this has only made the abovesaid emphasis on TM far more important. Hence, it is of paramount importance for developing and retaining talent to navigate challenges of it. (Reiche, Lee, and Allen, [2019](#)). Talents are seen as distinctive strategic resources, central to achieving sustained competitive advantage (Dries, [2013a](#)), and organizations use TM to capture, leverage and protect these resources (Sparrow and Makram, [2015](#)). Talent-related issues are a major concern of many CEOs (Bhalla, Caye, Lovich, and Tollman, [2018](#)), and more than 75% of CEOs highlighted lack of essential skills and capabilities as a key threat to the growth prospects of their organizations. In fact, sourcing and retaining the quality and quantum of talent has been a continual challenge for organizations (Vaiman, Collings, and Scullion, [2017](#)). Thus, there is a need for answers to address the practical difficulties faced by a practitioner.

In a recent review of the empirical literature on TM (Thunnissen and Gallardo-Gallardo, [2019](#)), the authors found that although research has been conducted in a broad variety of contexts (i.e. countries and organizations) both by academician and practitioners, the impact of contextual factors as well as the role of actors in that specific has been largely neglected. The evidence suggests that despite the growing consensus on a 'best fit' approach to TM (Stahl et al., [2012](#)) and the consensus on the contextual relevance of TM (Gallardo-Gallardo et al., [2015](#); Khilji, Tarique, and Schuler, 2015), there has been disappointing progress in capturing contextual issues in empirical TM research. TM research has been limited by a narrow and profit-driven perspective which has been largely driven by Anglo-Saxon institutions as the pioneers of this research stream (Collings, Scullion, and Vaiman, [2011](#)). The strong focus on TM in large MNC organizations (Collings, Mellahi, and Cascio, [2019](#); Thunnissen and Gallardo-Gallardo, [2017](#)) raises questions about whether current assumptions in the TM literature help us to understand and explain the TM activities/programmes, which are implementing into the organizations by HRM or top management professionals to acquire and retain caliber employees and issues in

other contexts such as public sector organizations, SMEs, and organizations based in emerging market context. However, this paper focuses on talent management and skill development activities/programs which are implemented at the workplace in the Indian organizations within the context of competitive market.

### **Conceptualization of Talent Management**

Before we understand the concept of talent management, we should understand what talent is and whether it has any features. In the words of Chowhan, Sharma and Sharma (2016) talent is a behavior; which we do more easily than the next person. From this observation, talent differentiate from one people to another in a social entity like an organization; to make them approach /behave distinctively in the manner they are doing things. But again Williams (2000) referring to people say talents are high flyers who reach the top appear to be very clear about who they are and what they believe in. This discussion gives very clear idea that talent cannot be segregated from people who own the same. Therefore talents cannot exist in a hiding place; they are visible and noticed by the majority. TM has been previously characterized as a phenomenon that is trying to shift from a 'growing' to a 'mature' stage (Dries, [2013b](#); Gallardo-Gallardo et al., [2015](#)). Cappelli and Sherer ([1991](#)) describe context as 'the surroundings associated with phenomena which help to illuminate that phenomena, typically factors associated with units of analysis above those expressly under investigation'. Thus, studying the impact of contextual dynamics in TM will shed light on its concept, the way to be executed and also its effectiveness and relevance. In short, it will help us to identify and explain how and why TM works in practice, which is in line with 'the fundamental mission of the academic discipline of HRM' (Boxall, Purcell, and Wright, [2007](#)). Additionally, having better-context bound TM research will help to better understand its applications, since contextualization identifies border conditions or limitations surrounding the generalizability of the research findings (Teagarden, Von Glinow, and Mellahi, [2018](#)). However, we argue that contextualizing TM research will help researchers to build the bridge between academia and practice by both enhancing research rigor and practical relevance (Thunnissen and Gallardo-Gallardo, [2019](#)). This is increasingly important and timely due to the relative neglect of context in TM research.

The concept of talent management should be looked within the circumstance whereby not all organizations are able to attract and retain the best human resources. It is true and a common practice whereby we find one organization is able to attract the best workforce from another who is thought to be a prominent competitor by issuing some more and encouraging incentives. It starts by aiming at the individuals thought of and designing and implementing all the possible influences to scoop them in the organization for their competency and experience which need not only personal traits but also their mental application. In this case the strategy approach plays a very crucial role. However many times organizations find themselves incapable as they don't have strategic plans. Strategic plans need to start with creation of a particular office for analyzing the organizational strength and opportunities against its weaknesses and challenges.

The undertaking of talent management within the organization should be a very crucial function. The analysis should include identification of organizational needs and pegged against the qualification, skills and experience required. This should be followed by a systematic search and let them avail for organizational usefulness. However this process is a never ending course of action that requires utility of resources.

Talent Management is the ability of the organization in managing the competencies, skills and the attitudes of the workers in that particular organization so as to increase productivity and its competitive advantages. In the words of Bersin (2006), the talent management incorporates such functions which are buying, building, and stitching together performance management systems, succession planning systems, and competency management systems. Then we may redefine his definition by saying talent management is buying, building, and stitching together performance management systems, succession planning systems, and competency management.

But again Silzer and Dowell (2010) shared their view that talent management as an integrated set of processes, programs and cultural norms in organization designed and implemented to attract, develop, deploy and retain talent to achieve strategic objectives and meet future business needs. Silzer and Dowell helps in understanding that talent management is not a one-time act, but a continuous operation. However many scholars concern much on what it does but the components of talent management are simply grooming, developing and sharpening of the human resources to be of exceptionally useful in the organization. Again Knez and Ruse (2004) said that talent management as the identification, development and management of talent portfolio; the quality of employees that will most effectively fulfill the company's strategic and operating objective like Silzer and Dowell (2009), Knez and Ruse (2004) relate talent management to distinctive but stratified and linked processes. Comparatively Stockley (2007) declare that talent management is a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude abilities to meet current and future organizational needs.

Talent management is an act of handling, directing and controlling star performers: Those who possess special natural ability or aptitude (Rothwell, 2009). Therefore talent management is intrinsic to what people in an organization possess, which are very unique and important in contrast to common human resource notion that treats people almost crudity. Therefore from the talent management perspective people are not only resourceful but also they are as well valuable. How then does talent management look like and differentiate itself from the common human resources? Stahl et al (Collings, Mellahi and Cascio, 2017) clarify that organizational talent management includes internally consistent, complimentary, and reinforced practices utilized to attract, select, develop, evaluate, and retain talented employees. Therefore from the above discussion the concepts of talent and talent management become of critical importance to organizational functioning in the atmosphere of searching and redefining the organizational position in a competitive market as far as the human resources is concern. The proposition is

that organizations with enormous talents that are managed properly can excel to the peak of excellence performance within a specified period of time. In other word with other items remaining constant the talent management is viewed as the most effective approach to organizational quality performance in light of organizational strategic framework. Hence talent management is a key to and proportionally related to organizational performance management or organizational success. These are the discussion gives understanding the concepts of talent management and its role; designing the purpose of talent management; formulating the principles; its importance and challenges in our contemporary organizations.

### **Talent Management in Indian Context**

This part of the paper gives insight on few Indian studies that how Indian organizations are acquiring and retaining caliber employees and meanwhile what are changes faced by HRM professionals. According to Madhavi Mehta and Satinder Gill, 2006, in the Indian organizations attrition seems to be a substantial reason making TM a crucial HR issue. The figures indicating the costs of wrong hiring as given below:

- It is estimated that at least 1/3<sup>rd</sup> of business failures are due to poor hiring decisions and inability to attract and retain the right talent.
- The average cost of replacing a manager or professional is 1.5 to 3 times the salary.
- The cost of working around an under-performer can run as high as six (digit) figures.
- The cost of consistently failing to attract and retain good talent – including declining productivity, morale, culture and reputation – is inestimable.
- Each vacant position costs your organization Rs. 60,000 on average. For some management positions, it can easily run into six (digit) figures...

(Source: <http://www.bpointia.org/research/talent-acquisition-big-challenge.shtml>).

Employee turnover is an important reason forcing the organizations to work on managing the talent they have or would want to have. Skyrocketing costs of turnover is certainly an issue but overall impact of increasing employee turnover, is more significant and far-reaching. Other reasons necessitating the need to look into TM in India include the rapid changes in the economy resulting in a boom in the job market, the internet revolution and, easy accessibility to the net and job portals. The study being reported has also examined the reasons making TM critical in India. Sireesha and Ganapavarapu (2014) indicated that talent management is all about getting the right person for the right job at the right place and also at the right time. For this, the organizations need to understand how its employees will behave in future and getting them to behave different from the past to get better results. The ultimate goal of talent management practices or programs implemented by the company must be to get the right people for the right jobs in order to make the company successful but this goal is not that easy to achieve as it sounds. Kaur (2013) stated that global organizations or multinationals find it difficult to manage their talent as compared to the local or national companies but some of them have really worked hard to overcome this challenge. Research showed how the organizations can effectively manage their talent by developing and retaining them effectively

as they are the drivers of the success. Khoram and Samadi (2013) studied the relationship between managing the talent and organizational creativity and effectiveness in the banking industry. They took sample of 202 respondents for conducting their research and their study revealed that there is positive relationship between organizational creativity, effectiveness and talent management. Sastry (2013) stated that the employees that possess the required skills, competencies and knowledge appropriate for doing a particular job is known as the talent of the organization. If the talent management processes of the company are efficient and transparent, then, it creates a work culture where the employees can work on developing their competencies and skills which as a result will help them to prepare themselves for the changing business environment and also the changing roles and responsibilities.

### **Talent Management in Western Context**

The perceptions of Western countries studies on talent management highlighting the impact of the internal organizational context are relatively neglected in TM research. Some studies highlight the importance of the industry sector (nature of the services/products, organization size, profit and returns, budgetary constraints, location, ownership, and the composition of the workforce) on the choices made regarding the intended TM policy. For instance, Cooke et al., (2014) show that homogeneity of the workforce and the type of jobs and the egalitarian culture makes it necessary for firms to adopt an inclusive TM approach in China and India. Similar findings were reported by Buttiens (2016) on TM in Flemish governmental organizations. Few studies go deep into specific organizational context when examining talent recruitment and selection practices (Van den Brink, Fruytier, and Thunnissen, 2013). Although the effect of the organizational characteristics on the other stages of the TM process is under researched Thunnissen (2016) shows how the actual implementation of TM strategies in Dutch academia was affected by key factors such as the role of academic line managers. In fact, line managers are the link pin between intended policy and practice. Ulrich and Allen (2014) refer to line managers as the ‘owners of talent’ since they should be primarily responsible for taking decisions and making investments in talent due its critical impact on business performance, however, the role and perceptions of line managers are underexplored in current research. To get a more comprehensive and balanced understanding of the scope and nature of the TM approach in an organization, we need to understand the perceptions of multiple stakeholders including HR, management, line managers, employees and trade unions. We suggest the need to adopt the broader approach where wider stakeholder perspectives need to be assessed in future TM investigations.

Aligning TM policies and practices, organizational strategy is a key challenge for organizations (Groves, 2011; King, 2015; Stahl et al., 2012; Silzer and Dowell, 2010; Schuler, 2015). Schuler (2015) poses that the talent available in the company has a great impact on the strategic directions and paths the company takes. Research on TM indirectly shows that the soft and social aspects of the organization are essential for a successful implementation of TM; a talent- and learning-minded culture which supports creativity, open communications, effective

knowledge management, and is built on core values as respect and integrity has a strong effect on effective talent attraction and retention (D'Annunzio-Green, 2008; Kontoghiorghes, 2016). Successful companies make great efforts to integrate their core values and business principles into TM processes, such as employees' selection, socialization and training or leadership development (Kontoghiorghes, 2016; Schuler, 2015; Stahl et al., 2012). According to King (2015), leadership is central to organizational climate, and results in a 'talent climate' perceptible by employees. In particular a servant or transformational leadership style supports a match between the organization and the talented employee based on shared values and respect (e.g. Asag-Gau & Van Dierendonck, 2011; Jones, Whitaker, Seet, and Parkin, 2012). However, to date empirical support for these arguments is limited and needs further investigation. Likewise, to the best of our knowledge, the linkage to 'hard' or technical enablers such as organizational structure, systems and processes has not been yet empirically investigated in TM research.

The McKinsey article that generated the debate over TM considers the changing nature of economy - industrial to knowledge - and hyper competition as two major reasons fuelling the need for TM in organizations (Cliffe 1998). Besides these broad reasons, high cost of attrition seems to be a very important reason making TM crucial for organizations in the western context. Several experts have predicted that annual voluntary turnover could rise to 20% or more for white-collar workers" (Mucha 2004). According to Blanchard and Blanchard (2005) the attrition of talented workers, the prospect of a labour shortage, worker dissatisfaction and defection, massive disruption to operations, a profound change in the employer-employee relationship, etc., are some of the reasons making TM a crucial issue in organizations.

### **Talent Management in Twenty-First Century**

The 21st century marks a new era in the employment landscape where the significance of the unequivocal value of talent as a competitive weapon rise (Ott, Tolentino, and Michailova, 2018; Tlaiss, Martin, and Hofaidhllaoui, 2017). The bursting term of the new generation employee in the world and real work life gains more attention due to their volatile attitude towards staying with an organization for a longer period (Manpower Group, 2018). The swift increase of businesses leads to talent shortages where most of the organizations struggle to fill and retain their employees (Alferaih, Sarwar, and Eid, 2018). According to the Manpower Group's 2018 Survey, talent shortages for global firms in 2018 peaked at 45%, an increase of 5% over 2017 as employers find it increasingly difficult to fill vacancies and retain employees. Moreover, a study by Lee et al., (2018) confirms this issue remains as a major concern for employers globally which seeks more attention to solve it. Systematically managing and retaining the workforce to sustain business competitiveness is the foremost priority to an organization and talent management as a new mechanism gains its high recognition for overcoming talent issues in the market. Despite recent research suggesting the importance of talent management strategies, talent development receiving less attention due to its nature of being embedded with talent management practices overall (Li, Hedayati-Mehdiabadi, Choi, Wu, and Bell, 2018; Mehdiabadi and Li, 2016; Garavan, Carbery, and Rock, 2012). Besides

that, talent management studies and researches are western dominated and are least studied in the Asian context (Gallardo-Gallardo, Nijs, Dries, and Gallo, 2015). Increasing number of recent literatures on the issues of talent shortages, talent retention, employee intention to stay and turnover demonstrating how employers struggling to fill their vacancies with much needed talents (Pandita & Ray, 2018).

Talent development is recognized imperatively as a key component of not only talent management but also in global talent management (Alferaih et al., 2018; Li et al., 2018; Tlaiss et al., 2017). Even though the researches and scholarly articles are very limited in explaining this phenomenon (Mehdiabadi and Li, 2016), the worth of talent development is clearly seen in the success of the companies in managing talent (Garavan et al., 2012). Talent development mainly focuses on catering “zero talent outages” and to create a solid succession plan rather than talent replacement. Research conducted by Garavan et al., (2012) clearly emphasizes the importance of talent development globally and locally and his studies also suggest that talent development architecture is not a one-size-fits-all approach, but it should be differentiated, with an emphasis on customizing talent development strategies to meet the needs of individuals. An extensive study by Mehdiabadi and Li (2016) signifies that most of the past studies in relation to talent development are centered around career development, culture and talent, retention of workers, and managing diversified groups of talents. According to Nishad Nawaz, (2013), to develop a clear talent management policy and to enhance awareness of available talent and successors, all organizations should perform regular Talent Review meetings to be arranged for a variety of business changes, such as mergers, company expansion, 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 intended to assess the current talent status and future successor needs in the organization. The Talent Review meeting is an vital part of the overall talent management process; it is considered to analysis the performance and career potential of employees, to discuss possible vacancy risks of present employees, to identify successors and top talent in the organization, and to build development action policy to prepare employees for future roles in organization. Companies that center on developing their talent integrate strategy and processes to track and manage their employee talent, including the following: (i) Sourcing, attracting, recruiting and retaining qualified employees, (ii) Conduct Training and Development programmes, (iii) Conduct Performance Appraisal Programmes, and (iv) Promotion Programmes.

#### **Talent development/Skill development – Emerging Trends**

Talent development is an essential constituent of TM (Dachner, Ellingson, None, and Saxton (2021). TM trends are shaping the current workplace have made talent development invaluable for the employee’s professional growth and the organization competitive advantage. Barlow (2006) observed that talent development is a complex activity, where each employee comes to a transition one-size-fits-all approach for TD implies that employees take charge of their development while supported by the organization. On the changes in talent development processes in any organization and as a result of new workplace, which could emphasizes soft skills and technical skills. Hence, talent development is gaining momentum, and its



significance is expected to grow, inking individual careers and organizational growth. This would impact on creating leadership and leadership development in any organization, which plays a crucial role in talent development of the employees in the organization. If we develop leaders in the organization, it plays a significant role in building and sustaining organizations in the face of globalization, technological advancement, political turmoil, and cultural changes. Therefore, in any organization, training development and career development are considered as two important dimensions in explaining talent development practices. Training Development The employees in the new era endlessly expect and search for newness and ideas to develop their skills and knowledge in developing and enhancing their career path. This makes the art of managing employees more challenging than before. In order to sustain the changing demand of current talents, organizations employ different strategies to tackle these dynamics. As such, learning and development of talented employee have become a mainstay for organizational success (Burgard and Görlitz, 2014) and important for employees towards upgrading their skills to meet the needs of continuously changing environment. Therefore, training development is best alternative apart from raising wages to retain employees in an organization. Training is mainly enthralled on expertise, handiness, and skill fullness capabilities to do a job. It is not to bring into line human capabilities aligned with the strategic plans of an organization. Employees nowadays endlessly expect and search for their growth of skills and ongoing learning to develop and reskilled their competence level (Schmidt, 2007). According to Patrick (2000), “training is systematic development of the knowledge, skills, and expertise required by a person to effectively perform a given task or job”. This systematic development builds the human capital that performs well for the success of their organization. However, not every employer is emphasizing the importance of training development when training cost remains a big obstacle to many organizations. Although the impact of training towards organizational competitiveness has gained vast attention over the years, Memon, Salleh, and Baharom (2016) posited that researches that focus on training and employee outcomes are still lacking. Since trained employees perform better than untrained, the importance of employee training cannot be discounted and needed continued attention. Similarly, career development gained its popularity through various research platforms in developing and creating career growth opportunities for employees to stay in the organization. It may vary rendering to different need of an organizational objective and vision. A promising and enhanced career plan will tie a worker in his/her job. Clear career development plans which include transparent and promising succession plan will always have a positive effect in abating talent shortage (Church, 2014). Employers who give priority to career development mechanism for their employees create a long lasting relationship both ways which benefit the organization (Tsui, et al., 1997). Career landscapes over the years have become more challenging, more complex and open (Hoekstra, 2011). Multiple career roles and development are necessary, and it is timely to address this concern in a volatile business era. According to Hoekstra (2011), there are few roles of career development namely: i. an identity for a talent, ii. continuously crystallize for rigorous commitments for the long term in an organization, iii. significance of a person's career for the environment in creating employee's reputation, iv. idealize the roles of

an employee to suit to describe career positions in obtaining their career goals, and, v. construct in recurring variations. It is claimed that a single career path provides limited career growth which will eventually lead to failure of the organization since the employees may explore external opportunities. Therefore, serious consideration should be given to developing career progression to uphold the talents and to improve employee retention.

Intention to stay can be described as employees' interest to stay and serve in an organization for a longer period, willingly. It is the other side of the coin of intention to leave. A borderless world has created a mobile and agile workforce that demands to work anywhere at any time at any cost (Vaiman, Haslberger, and Vance, 2015). It has opened more opportunity for talent to move around to choose their career which has increases talent competition. This has created a significant change in the talent market where the best employees placed them strategically to pursue international careers. Therefore, it's been a notable challenge for employers to invent strategies that will tie their employees to their organizations. Realistically, intention to stay brings many benefits to both the employee and employer. Organizations can meet their goals and increase their profits with long staying employees. This is because the longer an employee stays in the organization, the better will be the mastery of knowledge and skills which enhances the competitiveness of the organizations which eventually will result in progressing financial standing.

#### **Benefits of Talent Management and skill development**

Talent management can be a discipline as big as the HR function itself or a small bunch of initiatives aimed at people and organization development. Different organizations utilize talent management for their benefits. This is as per the size of the organization and their belief in the practice. According to Puja Sareen and Shikha Mishra (2016), a strategic talent management and talent development plan helps the organizations to: become "proactive" rather than being "reactive" and also to adopt changes instantly; Identify essential skill sets required and competencies to be developed in all employees, and therefore; minimize the training costs by concentrating on the major and key development areas; Improve the recruitment process by distinguishing high caliber candidates using job descriptions based upon the capabilities of the high performing employees possessing highly valued company or industry competencies; Helps the organization to also minimize the attrition as it will be successful to retain its top/talented employees; and it helps the organization to tremendously increase its performance, productivity and also the revenues or profitability. According to Nishad Nawaz and Prathiba, (2013), benefits of Talent Management in Indian organizations are as follows (i) Minimized loss of talented employees, (ii) Employees recommending organization as a "preferred" place to work, (iii) Maintenance of core competencies, (iv) Increased productivity & profitability, (v) Increased employee retention, (vi) Highly ranked for Employer Attractiveness, (vii) Increased level of staff engagement, (viii) Lower recruitment costs, (ix) Employees committed to organizational goals, (x) Shorter recruitment time, and (xi) Ensured long-term competitiveness.

## Conclusions

In the changing context as the economy expands, the war for talent is going to become dearer and tougher in any organization. Hence, each individual employee in the organization is able to create a perception of “employees are valued here” through effective measures supported by scientific study, wisdom and workable solutions would be able to sustain and retain the talent within the organization. Attrition of talented workers and poaching by competitors are found to be the major reasons making TM a critical HR issue in Indian organizations. In the present scenario, the responsibility of talent management and skill development often rests either on the HR professionals or on people in the top management. Line Managers apparently do not have much stake in the talent management and skill development of the employees’ strategy. Hence, the HRM professionals or top management people should be very careful to frame policies and strategies, which are related to talent management and skill development of the employees at workplace in Indian organization as they keep in mind that providing benefits of the talent management and skill development programmes.

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