THE MANAGEMENT OF TALENTS IN BUSINESS ORGANISATIONS – A STUDY

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ABSTRACT

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. Talent Management is on HR professionals ‘minds these days, as HR works to obtain, retain and develop manpower. For talent management to be effective, what is important is to hire employees who seem to be the best fit in the organization. Organizations are taking steps to manage talent most effectively and also to develop their own employer brand. These brands simplify decision-making and communicate the value they create for their customers. As per the statistical reliability and accuracy, Random samples of 150 respondents were selected from Government and private under sector Production Company Viz. Infosys, Symphony, BHEL and IBM. The respondent has selected from snowball techniques with informed consent. Interview was held in a two consecutive interval. The talented employee should be transferred to such departments frequently where his talent is required to enhance the workability of the organization. A fast track is recommended for promotions In such a case the employee after total involvement starts feeling the love for the organization.

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INTRODUCTION

Introduction to Talent Management practices followed in the Indian IT and Government under sector industry in Bangalore City. 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 BPO 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. Managing the talent of key employees is critical to achieve the success in long-term by any organization. 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, people oriented organization culture.

The term Talent Management is being used to describe sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the success of organizations. So, talent management is management’s main priority (Michaels, Handfield-jones, H. & Axelrod, 2002)3. Today’s businesses face increased global competition, shifting
markets, and unforeseen events. No wonder they are finding it more difficult than ever to attract, develop, and retain the skilled workers they need (McCauley & Wakefield, 2006). Talent management is —a conscious and deliberate approach undertaken to attract, develop and retain people with the aptitudes and abilities to meet current and future organizational needs || (Derek Stokley). 2. NEED FOR TALENT MANAGEMENT

Talent Management is on HR professionals’ minds these days, as HR works to obtain, retain and develop manpower. For talent management to be effective, what is important is to hire employees who seem to be the best fit in the organization. Organizations are taking steps to manage talent most effectively and also to develop their own employer brand. These brands simplify decision-making and communicate the value they create for their customers. Likewise, employees also identify themselves with certain organizations (Shravanth and Sumanth, 2008) especially in the light of forecasted labor shortage. Organizations that formally decide to “manage their talent” undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinate, performance oriented approach is adopted.

Even though organizations are aware of the need for human talent they were neglecting it all these years without giving comprehensive outlook. The novel Economy is a different place from the aged one and requires a shift in value systems to become accustomed. To deal with this changing world the present age bracket needs to be aware of its contributions, developments and ability to manage both the present and future. Therefore, it is important for the organizations to develop adequate and appropriate plans and put in efforts to attract the best pool of available candidates, and also to nurture and retain the current employees.

3. TALENT MANAGEMENT MODELS

Researcher found in the study that, to manage talent effectively, organizations have to follow certain models which help them in smooth functioning. The following are the two models identified in the study which are explained in detail:

1. DNA model
2. Peter Cappelli’s Model

Talent management is a continuous process that plans talent needs, attracts the very best talent, speeds time to productivity, retains the highest performers, and enables talent mobility across the organization. In order to successfully balance the notion of talent supply with business demand, there must be a match between capabilities and needs.

4. THE FOCUS OF TALENT MANAGEMENT

Individuals get motivated by different value propositions. To keep the workforce motivated, organizations today have to adopt certain practices which are as follows: 1. Capacity to learn [measured as Learning Quotient (LQ)] Enhancing an individual’s capacity to learn improves the person’s awareness towards his work. 2. Capacity to think [measured as Conceptual Quotient (CQ)] Enhancing an individual’s capacity to think helps the person not only learning for a higher level, but also improves Creativity, Analysis and Judgments. 3. Capacity to relate [measured as Relationship Quotient (RQ)] Another important capacity for an individual is to be able to relate to his learning and thoughts. This comprises of Listening, Empathizing and Trusting. 4. Capacity to act [measured as Action Quotient (AQ)] Action is an individual’s ability to enact his intentions - ability to organize his time and resources in order to convert intentions into reality. Implementing includes focus on the right process. Performing under pressure is another component which talks about ability to 13 work under any circumstances. Thus: (LQ + CQ + RQ + AQ) X Values = Talent.

5. STATEMENT OF THE PROBLEM:

In today’s fast changing economy, human capital has become a key source of competitive advantage, competencies and talents of human resources in an organization is considered as the best measure of human capital. Thus talents nurturing & management is the hot topic in this competitive business world. This has necessitated the need for talent based HR programs which can provide both structure and discipline, to help bring out the best effort in people and ultimately best performance for the Organization. Talent based practices are an integral tool for ‘Talent Management’, shareholders return and value creation. It has been observed that talent based HR Programs returned between 20 – 30% more to shareholder than Companies using traditional methods. This has necessitated need for a study on talent based HR Systems so that the Organizations can effectively manage the competencies of their employees and thereby increase the profitability of the organization.

6. STATEMENT OF OBJECTIVES:

The present study is designed to serve the following objectives:

- To study the various tools and techniques for nurturing and developing talents in an organization – select industries.
- To Study the Management of Talented employees in an organization.
- To give constructive suggestions for implementation of talent management systems in the Organizations.

7. REVIEW OF LITREATURE

The second chapter reviews various research studies in Talent Management literature with a focus on Strategies and Challenges and other related attributes like culture, performance management, and work-life balance and retention management. The main purpose of this chapter is to identify the gaps in the research based on review of literature and position the proposed study to address these gaps.

Zupan and Kase (2005) lucidly express that frequently, conceptual SHRM models assume linear relationships between the constructs of the model (Boselie et al., 2001). As an example, the SHRM model proposed by Becker et al. (1997) suggests that business and strategic initiatives are the basis for designing HRM systems, thus affecting employees skills and motivation as well as job design and work structures. These systems result in creativity, productivity and discretionary effort that lead to improved organizational performance.

Schuler (1992) proposes that strategic HRM is about integrating people issues with the strategic needs of the business. Therefore, business strategies provide the foundation for HRM strategies, policies and processes to be linked. The elements of the HRM mix are the philosophy, policies, programs, practices and processes. First, philosophy refers to the organization attitude towards its human resources and the extent to which they contribute
towards the success of the organizations. It is used as a
guideline for formulating the necessary actions required to
manage its HR strategically. Second, policies are used to
provide the link between the organization's business needs
and specific people related business issues. These issues
are critical for the organizations as they impact on the
short and long term aspects of people management
relevant to the business. Third, programs are shaped by HR
policies in an attempt to introduce organizational changes
that are essential for meeting business needs. Fourth, HR
practices are used to provide the motivation to match the
specific role behavior required to reinforce the desired
performance. Finally, processes ensure that the HRM
practices support the strategic business needs.

HRM Philosophy: Philosophy studies the theoretical basis
of a branch of knowledge or experience. It is the study of
fundamental nature of knowledge, reality, and existence(Concise Oxford Dictionary). The aspects of HRM
philosophy that are examined here are those that reflect
the organization's attitude towards its human resources
(following Schuler,1992). The HRM philosophy of the
organisation can often set the tone of HRM within the firm,
as also reflected in the firm's policies and practices. The
communication of these philosophies can be seen as a
source of competitive advantage (Sparrow, Schuler &
Jackson,1994).

HRM Policies: Policy is a course or principle of action
adopted or proposed by an organization or individual
(Concise Oxford Dictionary). Studies examining the extent
to which all employees are valued by the organization are
exemplified by the research into equal employment
opportunity and affirmative action (EEO/AA) policies. In
accordance with the Constitution of India, the State shall
not deny to any person equality before the law or the equal
protection of the laws within the territory of India and the
State shall not discriminate against any citizen on grounds
only of religion, race, caste, sex, and place of birth or any of
them. And there shall be equality of opportunity for all
citizens in matters relating to employment or appointment
to any office under the State. However, there are exceptions
to these laws in favour of certain castes/classes of people
which are not adequately represented in the services under
the State.

HRM Practices: Practice is the actual application or use of a
plan or method. As demonstrated in Baron and Kreps
(1999) and Poole and Jenkins (1996) effective strategic
HRM relies on choosing the right practices to achieve
alignment with business strategies. Therefore, we have
operationalised strategic HRM by focusing on the HR
practices used to meet business needs in terms of staffing,
appraising, compensating, developing and organizing. Best
practices often include extensive training, high pay for high
performance, and self managed teams (emphasis on team
while the list of best practices may vary, the underlying
spirit seems to be the same around the world.

Staffing: Ploy hart (2006) refers to staffing as HRM
activities associated with hiring employees and filling
positions. Organizational effectiveness depends on finding
the right people in the right job at the right time (Bechet
and Walker, 1993). The competitive aspects of selection
decisions become especially critical when organizations are
confronted with tight labor markets or when competitors
tap the same labor market. If one company systematically
skims off the best applicants, the remaining companies
must make do with what is left (Noe et al., 2003, p. 218).

Appraising: Basically relates to the assessment of the
performance of an employee. It is nonsufficient just to get
the right persons for the right job at the right time. It is also
necessary to motivate them to ensure their performance is
consistent with the long term needs of the business.

According to Noël et al. (2003, p. 330) a performance
management system should link employee activities with the
organization’s goals.

8. LIMITATIONS OF THE STUDY

This tells us the degree to which the results can be
generalized. The following limitations are expected.

a) Research Study relates to select industries in
Karnataka.
b) Researcher is not a working HR professional.
c) Resistance from some HR People anticipated in the
guise of getting required sanction from the top
management.
d) Time at the disposal of the Researcher is short.

9. RESEARCH METHODOLOGY

(a) Sampling design: Though there are large number of
Firm in Private and Public Sector, the Researcher intends to
select 5 Units from Private Sector and 5 Units from Public
Sector. Out of which there will be adequate representation
for manufacturing, service at sectors.

(b) Data Collection: (i) Primary data will be collected
through survey and personal interview with HR
People both HR executive and employees. The
instruments that are employed are:

(a) Questionnaire
(b) Schedule.
(ii) Secondary data also will be collected from Secondary
sources such as past records, Bulletins, Web, Journals,
Books and Newspapers.

(c) Methodology of Data Collection:
(i) Survey by Questionnaire which is sent to HR
Executives and employees.
(ii) Interviewing HR Executives and employees through
schedules.
(iii) Pretest of Hypothesis.
(d) Field work proposed:
The instruments will be administered and monitorial
by Researcher himself, on HR Executive and
Employees of selected Organizations.

(e) Plan of Analysis:
(f) The collected data will be classified and tabulated and
will be represented with suitable graphic art diagrams
and then statistical tools such as mean, SD, Co-
efficient of correlation, regression covariance, etc.,
will be used for analysis.

Methodology of Analysis: As per the statistical reliability
and accuracy,. Random samples of 150 respondents were
selected from Government and private under sector
Production Company Viz. Infosys, Symphony, BHEL and
IBM. The respondent has selected from snowball
methodics with informed consent. Interview was held in a
two consecutive interval. Data is obtained from self
structured questioners. Interview has conducted separately
for individual respondents of Managing director, HR
manager, engineers and subordinates of production units.
The collected survey data were analyzed by using SPSS
16.50 version , Factorial , Multiple regression, descriptive
and univariate statistical methods was employed to find
out the trend of nurturing and management talents in the
employer and employees of private and public sector
company. As per the results depicted that emotional updating their scientific knowledge and talent parameters were highly influenced indicators as an management.

10. RESULTS
Tab (1): Association between different categorical variables of nurturing and talent level

<table>
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<tr>
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<th>1</th>
<th>2</th>
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<th>4</th>
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<td>0.978</td>
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<td>0.729</td>
<td>0.537</td>
<td>0.801</td>
<td>0.781</td>
<td>0.833</td>
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<td>0.745</td>
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<td>0.696</td>
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<td>0.932</td>
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<td>0.420</td>
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<td>0.784</td>
<td>0.762</td>
<td>0.691</td>
<td>0.812</td>
<td>0.855</td>
<td>0.840</td>
<td>0.940</td>
<td>0.686</td>
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<td>0.580</td>
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<td>0.786</td>
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<td>19</td>
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<td>0.912</td>
<td>0.883</td>
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<td>20</td>
<td>0.965</td>
<td>0.956</td>
<td>0.816</td>
<td>0.901</td>
<td>0.988</td>
<td>0.897</td>
<td>0.928</td>
<td>0.057</td>
</tr>
</tbody>
</table>

Tab (2): Descriptive statistics of talent and nurturing indicator and categorical variables (N=150)

<table>
<thead>
<tr>
<th>SL</th>
<th>Categorical variables</th>
<th>Mean</th>
<th>Min</th>
<th>Max</th>
<th>SD</th>
<th>P-Value</th>
</tr>
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<tr>
<td>01</td>
<td>Communication of employee to the organization</td>
<td>95.4</td>
<td>4</td>
<td>250</td>
<td>4.5</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>02</td>
<td>Commitment to serving the customers</td>
<td>99</td>
<td>10</td>
<td>200</td>
<td>10.8</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>03</td>
<td>Commitment to task</td>
<td>131.0</td>
<td>15</td>
<td>375</td>
<td>5.6</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>04</td>
<td>Commitment to showing</td>
<td>142.20</td>
<td>12</td>
<td>320</td>
<td>3.89</td>
<td>&gt;0.05</td>
</tr>
<tr>
<td>05</td>
<td>Commitment giving developmental feedback</td>
<td>116</td>
<td>32</td>
<td>210</td>
<td>10.2</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>06</td>
<td>Commitment encourage innovative ideas adaption to situation</td>
<td>96.4</td>
<td>5</td>
<td>210</td>
<td>11.5</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>07</td>
<td>Employee dependability</td>
<td>97.4</td>
<td>10</td>
<td>185</td>
<td>14.7</td>
<td>&gt;0.05</td>
</tr>
<tr>
<td>08</td>
<td>Employee ambitiousness</td>
<td>109.60</td>
<td>10</td>
<td>285</td>
<td>13.62</td>
<td>&gt;0.05</td>
</tr>
<tr>
<td>09</td>
<td>Employee social skills</td>
<td>103.6</td>
<td>10</td>
<td>210</td>
<td>10.08</td>
<td>&gt;0.05</td>
</tr>
<tr>
<td>10</td>
<td>Employee diplomacy</td>
<td>99.40</td>
<td>12</td>
<td>109</td>
<td>4.56</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>11</td>
<td>Employee knowledge about technical skills</td>
<td>102</td>
<td>13</td>
<td>148</td>
<td>10.4</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>12</td>
<td>Group task of team members</td>
<td>91.8</td>
<td>25</td>
<td>285</td>
<td>8.88</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>13</td>
<td>Creativity of the work</td>
<td>100.6</td>
<td>4</td>
<td>210</td>
<td>6.08</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>14</td>
<td>Ability and persuasiveness</td>
<td>120.4</td>
<td>18</td>
<td>263</td>
<td>4.58</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>15</td>
<td>Conceptualization and skills</td>
<td>101.4</td>
<td>10</td>
<td>152</td>
<td>3.60</td>
<td>&lt;0.05</td>
</tr>
</tbody>
</table>
The results showed that, the mean age of the respondent was 35.1±3.65 years IQR 32-38 years. Most of the respondents were literally exposed to training and scientific workshop. As per the protocol of Public Sector Company the employee must need to attend the training and other relevancy. In our study we found that nurturing is the major element for development of skills and updating of their knowledge. The results was propounded that earlier age was statistical significant (p<0.05). And positively correlated with indicator variables like creativity of the work, ability and persuades, social intelligence, readiness, confidence level for committed work and motivation levels of employees. The documented evidence or literature show that Barney, (1991) were discussed nurturing is the foremost element and positively correlated with motivational variables and the younger age group (21-32yrs) was more acquainted with updating of knowledge.

The correlation matrix was fitted among different nurturing variables presented in Tab(1), Dependent variable nurturing level and predictors variables like communication of employee, commitment to serving the customers etc., A total of 20 independent variables were used find out the level of talent and nurturing among employees of Pvt., and public under sector companies. Spearman rank correlation was used to find out the association between different parameters of talent management. The results quantified that communication of employee, commitment to serving the customers (r=+0.854), commitment to task(r=+0.932), Commitment to showing(r=+0.791), Commitment giving developmental feedback(r=+0.957), Commitment encourage innovative ideas adaption to situation(r=+0.792), Employee dependability(r=+0.928), Employee ambitiousness(r=+0.139), Employee social skills(r=+0.355), Employee diplomacy(r=+0.968), Employee knowledge about technical skills(r=+0.789), Group task of team members(r=+0.658), Creativity of the work(r=+0.848), Ability and persuasiveness(r=+0.934), Conceptualization and skills(r=+0.946), Social intelligence(r=+0.784), Readiness, Commitment to excel (r=+0.952), Confidence level for committed work (r=+0.942) and Motivational level (r=+0.987) of employees were strongly correlated with dependent variables(nurturing).

Tab (2) depicted that, total positive scores were explained in connection to the increased trend of nurturing in employees of both, the maximum mean score was noticed to show their technical and scientific knowledge for the production of articles (142.20±3.89) p<0.05, Ability and persuasiveness(120.4±4.58), p<0.05, Conceptualization and skills(101.40±3.60),p<0.05, Motivational level of employee(136.50±9.99)P<0.05 ,it is clearly expressed that, the above indicator variables were influenced parameters for increase of knowledge level.

The probability plot were generated by using exponential, survival, hazard and cumulative hazard function, Fig (12,3&4) showed that, 150 respondent were influenced by the parameters such as Creativity of the work, ability and persuades, social intelligence, readiness, confidence level for committed work and motivation levels of employees.
work \( (0-150) \). Ability and persuasiveness, which mainly led the respondents to increase their nurturing level (More number of respondent statements lies on the regression line).

- People driven Businesses are now predominant
- Companies have not perfected the Tools and Techniques of Talent and loose great opportunities
- Companies have not developed sophisticated methods of measuring Talents

IT sector has Personnel aspects to the tune of 60to70 percent but have limited spending on Employee development and R&D

- 20to 30percent productivity can be enhanced through TM Measures
- Costs also can be reduced such as Recruitment cost and Termination cost etc.
- Companies did not have organizational focal point to oversee TM Process
- There was no integration of Development and Deployment and are viewed separately
- Modern TR methods are not followed

### 11. SUGGESTIONS FOR TALENT MANAGEMENT

Though India is a country facing the problem of unemployment, we come across many organizations which do not have talented employees in different departments. The organizations can overcome such problems by following certain strategies such as:

1. **Flexi hours, Place& Remuneration**: The employer should pay the remuneration on par with the industry and it should be externally adequate.

2. **Autonomy with responsibility**: When certain responsibility is given, he should also be given the authority to carry on the same.

3. **Employee morale& Pride**: The employer should take certain steps which would enhance the morale of his employee. He should be treated like a partner not as a pawn.

4. **Nurture the talent**: The employer should see to that the talented employee are given more exposure like Job Enrichment, Job rotations, attending seminars, conferences, etc., which would enhance the employee’s talent. Modern Techniques like Kaizen, NLP, EQ, etc also to be employed.

5. **Welcome & Respect for suggestion schemes**: The employer should respect the employee’s suggestion and try to execute such suggestions which would enhance the growth of the organization.

6. **Better Transparency & Open Communication**: The talented employees help in better coordination in the organization when there is transparency. There will be better cooperation & Cooperation also.

7. **Performance appraisal beyond 360degree**: The talent has to respected and the appraisal should be based on the CTC of the employee. It should go beyond the four walls of the organization.

8. **Knowledge Management**: The knowledge of the employee should be used as a resource to enhance the talent of the other employees in turn giving the power of dominance to the resourced employee. (Nothing in world is more loved than the power of dominance)

9. **Career Progression, Transfer & Promotions**: The talented employee should be transferred to such departments frequently where his talent is required to enhance the workability of the organization. A fast track is recommended for promotions In such a case the employee after total involvement starts feeling the love for the organization.

10. **Tactic knowledge**: Knowledge, which is of two types – explicit which is expressed in magazines, books etc., and tacit which comes out only when there is face to face interaction with the person has to be complemented and encouraged to a greater extent.

11. **Safer and sophisticated environment**: The employer should provide safer and sophisticated work environment in order to retain the talented employees.

12. **Balanced Score Card**: The employer should see to that the competencies works in a right manner to enhance the bottom line.

13. **Passion quotient**: more than intelligence will help you to develop the talent in the individual

14. **A congenial internal climate** wherein there is recognition, reward and respect and cordial relations with brother/sister attitude will go a long way in retaining such people.

15. **Competency Mapping**: Matching Skills with the Job so that efficiency increases so that it avoids square hole in a round bottle.

16. We should get total enterprise view of vacancies and surpluses across the organization

Modern Talent retention methods need be followed by companies such as Flexi hours Place, Fast track promotion, External adequate pay package, competency mapping, Balanced score card 360Degree evaluation etc

17. Human resource Management is more a support function but it should be viewed as a core competency

18. Companies need to have a robust people management capability which is clear, coherent & complete & apply companywide

19. There is a need to design a structure with a TM Manager to plan & execute the TM Process.

20. There is a need for integrating Development and deployment of people

### CONCLUSION

In today’s fast changing economy, human capital has become a key source of competitive advantage competencies and talents of human resources in an organization is considered as the best measure of human capital. Thus talents nurturing management is the hot topic in this competitive business world. This has necessitated the need for talent based HR systems which can provide both structure and discipline, to help bring out best effort in people and ultimately best performance for the Organization. Talent based practices are an integral tool for ‘Talent Management’, shareholders return and value creation. It has been observed that talent based HR Programs returned between 20 – 30% more to shareholder than Companies using traditional methods. This has necessitated need for a study on talent based HR Systems so that the Organizations can effectively manage the competencies of their employees and thereby increases the profitability of the organization.

The present study concluded that, the employee as well as the private and public sector are mutually benefitted by the nurturing and talent management. The associated parameters like motivational factor, employee preparedness, scientific knowledge is highly correlated with production and productivity. Advanced scientific knowledge, exposure with other sector, equality, commitment to work, employee confidence level can enhance the productivity of the company.
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