

**MEASURING TALENT MANAGEMENT EFFECTS ON
EMPLOYEE RETENTION FROM (GEN X AND GEN Y)
WITH REFERENCE TO SERVICE INDUSTRY
(IT INDUSTRY) IN INDIA**

A THESIS SUBMITTED
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF

**DOCTOR OF PHILOSOPHY
IN
SCHOOL OF BUSINESS**

BY

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GALGOTIAS UNIVERSITY, UTTAR PRADESH

JUNE (2023)

DEDICATION

It is my pleasure to take the opportunity to thank all those who helped me directly or Indirectly in the preparation of thesis. Today, when I am submitting this thesis after years of Formidable task, it seems as if a long-cherished dream has been accomplished. I thank God Almighty for providing me the right direction and making this day possible in my life.

My special thanks to my parents for their unconditional support, guidance, and immense love which I always derive from them.

At this ecstatic time of presenting my thesis, I find myself unable to express my feelings of gratitude and gratefulness to my esteemed supervisor Prof Dr Mamta Gaur, Galgotias University for her constructive and always available guidance, inspiration, and valuable Suggestions at all stages. I found myself highly fortunate and gratefully privileged to have Worked under her supervision.

I also extend my sincere thanks to my parents who is my mentor, motivator and above all my well-wisher in all respects. A special thanks to my husband Mr. Ashish Attri for always encouraging me to achieve my dreams and my children Mannat and Atharv for their big support to achieve my big goal of my life. They inspire me throughout my way to complete this challenging task.

STATEMENT OF THESIS PREPRATION

1. Thesis title: **Measuring talent management's effects on employee retention from (Gen X and Gen Y) with reference to service industry (IT Industry) in India.**
2. Degree for which the thesis is submitted: **DOCTOR OF PHILOSOPHY**
- 3 Thesis Guide was referred to for preparing the thesis.
4. Specifications regarding thesis format have been closely followed.
5. The contents of the thesis have been organized based on the guidelines.
6. The thesis has been prepared without resorting to plagiarism.
7. All sources used have been cited appropriately.
- 8 The thesis has not been submitted elsewhere for a degree.

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APPROVAL SHEET

This thesis/dissertation/report entitled **Measuring talent management's effects on employee retention from (Gen X and Gen Y) with reference to service industry (IT Industry) in India.**

By Ms. Sanjana kaushik is approved for the degree of Ph.D.

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Place: _____

CANDIDATE DECLARATION

I hereby certify that the work which is being presented in the thesis, entitled “**Measuring talent management's effects on employee retention from (Gen X and Gen Y) with reference to service industry (IT Industry) in India**” in fulfillment of the requirements for the award of the degree of Doctor of Philosophy in **School of Business** and submitted in Galgotias University, Greater Noida is an authentic record of my own work carried out during a period from **Sep 2018 under the supervision of Dr. Mamta Gaur .**

The matter embodied in this thesis has not been submitted by me for the award of any other degree of this or any other University/Institute.

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This is to certify that the above statement made by the candidate is correct to the best of our knowledge.

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Cover page

Dedication Declaration

Certificate

Acknowledgement

Abstract

Table of content

List of Tables

List of Graph and Figures

List of Abbreviations

TABLE OF CONTENTS

S.No	CONTENTS	Page No.
1	Research Background	1-2
	Is Talent is an Assets or Liability	3-4
	INTRODUCTION	5
	Research Question	6
	Specific Questions	6
	Components of Talent Management	10
	Role of Talent management	10
	Employee Retention	12
	HBR Retention Strategies	12
	Employee Retention Strategies	13
	Generation X	15
	India and Information Technology	16-22
	Major Technology Hubs	23
	Employee Retention in the IT Industry	24
	Generation Y	25
	Conclusion	25

2	CHAPTER – 2 LITERATURE REVIEW	26-51
	Talent Management	26-29
	Theoretical Frameworks	29-36
	Proposed Conceptual Framework	36
	Studies on Talent Management	37
	Competency Mapping	39
	Employee Engagement	40-42
	Performance Management	43
	Career Development	44
	Employee Retention	46-48
	Research Gap	49-51
3	CHAPTER-3 RESEARCH METHODOLOGY	52-68
	Introduction	52
	Research Design	53
	Quantitative Method	53
	Statistical Analysis	53-62
	Pilot Study	63
	Analysis of Multiple Regression	66
	Study Restriction	67
	Conclusion	68
4	CHAPTER - 4 RESEARCH RESULTS AND FINDINGS	69-94
	Introduction	69-75
	Reliability of instrument	76-85
	Regression Analysis	86
	Multiple Regression Results	87
	Conclusion	94

5	CHAPTER - 5 DISCUSSION AND CONCLUSION	95-231
	Introduction	95
	Reliability Analysis	95
	Main Results & Discussion	97
	Managerial Implication	101
	Retriction	102
	Recommendation	103
	Application for Managers	103
	List of References	105-119
	Questionnaire	120-125
	List of Literature Reveiwed	126-144
	Publications	145-227
	Biodata	228-231

LIST OF FIGURES

Figure. No	Particular	Page No.
1.1	Talent Management Approach	5
1.2	Integrated Talent Management	9
1.4	Importance of IT sector	19
1.5	Glimpse of IT sector	20
1.6	Growth of Indian IT sector	21
2.1	Resource Based Review	31
2.2	Motivation Hygiene Theory	32
2.3	Herzberg Two Factor Theory Principles	33
2.4	PE Fit Model	34
2.5	Social Exchange Theory	36
2.6	Proposed Conceptual Framework	37

LIST OF TABLES

S. No	Graphs	Page No.
1	Retention issues with Employees	
2	Important IT Hubs	23
3	Top 10 selected companies	56
4	Cronbach's Alpha Formula	65
5	Pearson correlation measurement	66
6	Respondents' Demographic Profile	69
7	Validity Analysis Outcomes	76
8	Result Analysis of Pearson Correlation Test:	81
9	Result Analysis of Pearson Correlation Test:	84
10	Multiple Regression Result	87
11	Multiple Regression Result of Gen Y	90
12	Hypothesis testing summary Generation X Worker Hypothesis Testing Summary (Table 4.3)	97
13	Summary of Results on the Hypotheses Testing of Generation Y Employees of (Table 4.4).	97

LIST OF ABBREVIATIONS

Abbreviations	Full Form
IT	Information Technology
KW	Knowledge Worker
KWMS	Knowledge workers Management Strategies
KWEP	Knowledge workers Engagement Practices
KWRP	Knowledge workers Retention Practices
TM	Talent Management
G X	Generation X
G Y	Generation Y
CM	Competency Mapping
EE	Employee Engagement
PM	Performance Management
CD	Career Development
ER	Employee Retention
KPI	Key-Performance Indicator
OCB	Organization Citizenship Behaviour
HRM	Human Resource Management
R&D	Research and Development
BPO	Business Process Outsourcing
BPM	Business Process Management
NASSCOM	The National Association of Software and Services Companies
SPSS	Statistical Package for Social Sciences

LIST OF PUBLICATIONS

S. No.	School	Authors	Topic	Name of Journal	E-ISSN NO	Indexing	Year of Publication
1	SOB	Sanjana kaushik & Dr. Mamta Gaur	Employee retention factors affecting Generation X and Y personnel in the IT sector.	Journal of survey in fisheries sciences	ISSN:2368-7487	Scopus	2023
2	SOB	Sanjana kaushik & Dr. Mamta Gaur	Imapct of talent management strategies for employee retention in Indian it sector	Journal of Pharmacetutic al for negative Results	ISSN:0976-9234	Scopus	2022
3	SOB	Sanjana kaushik & Dr. Mamta Gaur	A critical literature review on talent management: A research agenda for the it work force	Journal of social sciences	E-ISSN:0975-8935 P-ISSN:0253-1097	Scopus	2020

CHAPTER -1

1.1 BACKGROUND OF THE STUDY

According to Finnegan (2017), Generation Y or millennial (who were born between 1981 to 1996 they change their jobs 7 times by the age of 28 and change their companies at least 10 to 14 times by the age of 38. According to this data, employee retention specially for the millennial of the workforce is a big problem of various companies, generation Y is the 47 % of the global labour force (Ruiz & Davis, 2017). As always employee retention of the millennial is a very big challenge for the human resource department and that problem has expanded immensely (Phillips & Connell, 2004). To understand the concept of employee retention we have to know about the major factor that considered in it. Retention is a term of human resource which means the organization capability to create that type of positive working environment in which the employees feels comfortable and gives best results in the organization (Klippert, 2014). The opposite term of retention is “turnover” it means the organization dropping their employees. These two terms are very important to understand the term employee retention. The main terms of employee retention already explained and now the term of employee retention term is the organization retain its employees by giving good incentives, time to time encouragement of their career growth with the period of time (Carsen, 2005; Giri, 2008). In addition, it is the capability of the organization to retain its employees, loyalty and interest with the organization and giving importance employees suggestions. According to Graber (2008), employee retention does not meaning only to retain its employees it is also refers to attract capable employees having a good skills and competencies which is required by the organization. These sides of employee retention want a clear picture of the available jobs, creating a positive working environment and identify the capabilities of employees and utilize their capabilities as well as motivated the employees. Deb (2009) explores that employee retention and employee turnover are derives from the same components it considers the compensation of employees, well defines goals of the company, giving task according to the capacity, confidence level, growing opportunities, leadership and communication of the organization.

Verma (2007) mention in his study that to having a good relationship with the employees is also a biggest reason for the success of any organization. Behind the success of any organization there is a strong and long term relationship with the employees for retaining the employees. To building a good relationship with the employees is a very big factor for employee retention. Talent management is a component of employee retention and human resource management this has to be look after .According to some scholar's talent refers to the individual capacities to contribute for the success of the organization. Hatum (2010) explores that talent is the combination of skills and capabilities of a person to perform a task .By the various definitions of talent from concrete and general definitions of talent management it remains difficult to track. Leisy & Pyron (2009) shows that talent management is the process of handling the employee's skills and knowledge in the organization. According to Hatum talent management is to retaining the talent in the organization. Oppong & Gold (2013) added in this and gives more extensive definition of talent management is choose the talent and direct them to achieve the goal of the organization. All these definitions are on the same line to utilize the knowledge and skills of the employees As It is mentioned earlier also talent management is a very important strategy to increases the retention rate of the company. Talent management works for the company goals all the time with all the employees. This is the thing on what this research is based on. Earlier it was mention that millennial who plays a huge part in the global workforce who worked over 15 organizations with in a time interval of 15-20 years. This is a big challenge for the organizations, especially in this age of competitiveness. In this part the researcher will limited to study the millennial employees in the IT sector. Because IT is the second home for many millennial employees and they are the core creators according to Nandalikar (2019).Though IT sector is the perfect place for this study the actual impact of talent management to retain the millennial in the organization. As a result, the research in this area focuses on millennial employees and how talent management affects employee retention in the IT industry.

To retain, attract and engagement of Gen Y is a very big challenge for the organizations. They really want expectations in their workplace. As mention above Generation Y having faith and loyalty for the corporate culture. (Loughlin and Barling, 2001) Gen Y feels suspicious and not comfortable with the old culture in the working place (Martin and Tulgan, 2002).Generation Y

is declaring as the most innovation generation in the history. Gen Y having high education qualifications, good aptitude skills of technology advancement along with high hopes for fast promotion, salary increments, perks, autonomy, flexible working time, (Zemke, 2001), and remarkable profession mindset that add's benefit to the organization (Rekar and Munro, 2008).Managerial support, continuous feedback, Inner urge for appreciation, Clear and inclusive interaction is the needs of them in the workplace (Hastings, 2008; Yeaton, 2008; Martin, 2005). There are various issues with Generation Y like work loyalty and superior work ethics, communication, free perspective, time management skills, attentiveness (Pekala, 2001). Gen Y attitude towards work is truly commendable. They follow the rules and their contribution is up to the mark towards the organization. They actively participated in the decision making process. And in return they want flexible working hours, informal dress fun at work, (Loughlin, 2001).Apart from all they want easy and comfortable life style.

1.1 IS TALENT AN ASSET OR LIABILITY?

Talent is the asset of any organization makes a big difference between the persons who have knowledge and who do not have. There is a traditional word 'worker' which creates a huge difference by adding the word 'Talent'. The Talented person always the assets for the company. Blackler et al, (1993) mentions in his study that knowledge workers are the identifiers of the problem in the organization who identifies the needs and the problems in the market because they are crucial to the organization's expansion and success. Talented individuals employ their technical and behavioral skills with HRM, IT, Research and Development wings, marketing, finance, and financial department and gain a lot as they are the organization's asset. Talent is liability also because it is very important that they are using their knowledge in the right Direction. It is the main duty of talent management to use their talent for achieving the organization goals. They are the asset of the company and ensures about the productivity, Job security and overall success of the employees which is a big challenge for the employers.

Knowledge is a liability too because it is necessary to have the knowledge in the right direction. It is a prime duty of knowledge workers to use their knowledge in achieving the organizational goals. Being an asset in the organization is vital to ensure job security,

productivity and overall success in one's career, but it is a challenge for employer. Below are some vital points, which indicate knowledge workers as a liability for top management. From financial perspective, an employee is a liability as companies commit to pay handsome amount for a period of time, sometimes without knowing that have income against them. Often in the working environment, people felt apprehensive to talk and raise thoughts - even then they are totally sure that their thought is valuable to the organization. One should figure out how to impart concerns, thoughts, or challenges with colleagues tactically as it can show to an employer one's capacity to function well in a group domain.

Workers with high grade of knowledge are highly investigative by nature and seek their own answers without consulting to anyone. These people are innovative in nature and offer new solutions to management without reacting to it much. In today's dynamic business environment it is hard to hold and hide the information from competitors; therefore it becomes a liability for management to hold information by these knowledge workers. Therefore knowledge workers are both, assets and liability; the employers must play an active role to handle the knowledge as an asset.

The most challenging part in this business world is to manage talented employees. The presence of mind their changing nature becomes a big concept of discussion. So the concept of talent management and its related dimensions having a matter of detailed research. This chapter sums up the concept of talent management. Some points are coming from the various studies in this particular field. It includes the various concepts from the talent and talent management.

Talented employees are the main asset of the organizations for their knowledge and experience which enhances the efficiency and productivity in the operations which increases the sustainability. Talented employees play a very important role in the today's business environment. Retention of the talented employees delivers the good productivity level. This. Study attentively have to focus on this matter .The review of literature specify the development in the area of talent management, competency mapping employee retention, career development performance management, and employee engagement.

1.1.1 INTRODUCTION

The most challenging part in this business world is to manage talented employees. The presence of mind and their changing nature becomes a big concept of discussion. So the concept of talent management and its related dimensions having a matter of detailed research. This chapter sums up the concept of talent management. Some points are coming from the various studies in this particular field. It includes the various concepts from the talent and talent management.

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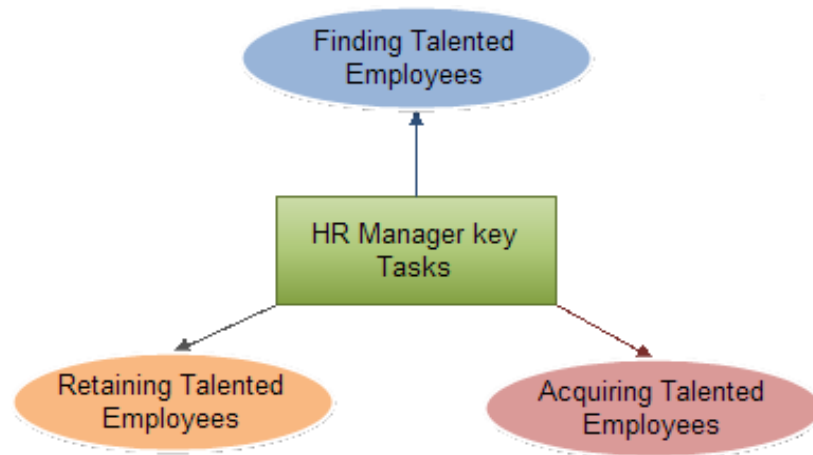


Figure 1.1: Talent Management Approach

Source – www.whatishumanresource.com

The following inquiries will be explored as part of this project:

1. In what ways does competency mapping affect the retention Generation X and Generation Y workers?
2. What impact does employee engagement have on the retention of Generation X and Generation Y workers?

3. How does performance management impact retaining Generation X and Generation Y workers?
4. How does career development impact Generation X and Generation Y employees' retention?

The study's primary aim was to look at the connection between talent management practises and employee retention rates in the service industry.

General objectives

This research has the following specific goals:

- First, we'd like to see what effect competency mapping has on retaining Gen X and Y workers.
- The second objective is to learn how much of an effect employee engagement has on retaining millennial and Gen X workers.
- Third, we need to learn if performance management helps keep Gen X and Y employees.
- Fourth, we need to figure out if training and advancement opportunities have any effect on keeping Gen X and Gen Y workers around.

Most organizations exist, in large part, to accomplish a set of stated goals upon which they have expended considerable resources (time, energy, and money). The failure is a result of a lack of dedication on both the part of the employer and the employee. The success of a business is directly proportional to the loyalty of its employees (Olajide, 2014). Talent management and employee retention are intertwined; without dedicated employees, a business will fail. This research investigates the link between effective personnel management and a company's ability to keep its best employees. Evidence suggests that effective people management is critical for IT companies to attract and retain top talent. New strategies for talent management and employee retention are also uncovered in this research. Management of human resources is crucial in the current economic climate, marked by a slowdown and intense rivalry for available jobs. In light of the current economic downturn, businesses must continue to invest in their most dedicated employees. The results of this study provide evidence that encouraging individuals to become more invested in their work is beneficial to both their

company and their career. An organisation may better promote, develop, and retain the outstanding individuals who are critical to its success by appreciating the linked nature of talent management and its effect on employee retention. This research will provide further information on the organization's talent management strategy for retaining current employees. Human resource management can better understand the benefits of talent management thanks to this study's findings, which can then be used to develop talent management methods that boost employee retention. Academics, companies, and others interested in the connection between talent management and employee retention can also benefit from this study. This study not only aids in enlightening Reader. About talent management but also its possible effects on employee retention. There is a Lack of Knowledge about talent management strategies and this study helps to rectify that by providing Such details.

1.1.2 EXPLANATION OF THE MEANING OF THE KEY TERMS IN THE FOCUS AREA OF THE RESEARCH.

Talent management's effects on staff retention are the primary subject of this research. "Drivers of the Talent Management process" are broken down into five main categories in this research. Talent is defined as those people whose efforts have a long-term impact on an organization, whether through superior performance or altruistic dedication. (Bhatnagar, 2007; McCartney & Worman, 2013) Workers who are versatile, technically savvy, and agile and who rank in the top 10-20% of the business are considered "PLAYERS" (Beechler & Woodward, 2009). As well as having the necessary abilities, knowledge, and experience, talented people also have good judgment, a strong character, a charismatic personality, a hunger for information, a dedication to the company, and an interest in climbing the corporate ladder Michaelis and company (2000). What an organisation does to attract, hire, train, and motivate its employees is what is known as "talent management." The following sources were used: Campbell & Smith (2010); Lawler (2008); Smyley & Wenzel (2006); McCartney & Worman (2013); MOR, n.d. What we call "talent management" is the process through which we allocate the abilities of our most promising workers to impending tasks and initiatives. (2007); Clark (2009); Cobb (2009) In addition, talent management is defined as an ever-evolving method of locating, cultivating, and evaluating top performers in anticipation of future roles within a business. (2006) Heilke. The goal of talent management is to foster professional growth among employees in order to boost productivity and secure the company's long-term success. (2006) LGBT & Sims.

"Talent Acquisition" means searching for and hiring a qualified person who is a good cultural fit for both the company and the position. A more seasoned group in the HR department, with a tried-and-true recruitment technique where individuals are selected based on their appropriateness for the post, is what is meant when the terms "HR profession" and "recruiting" are used interchangeably.

Keeping a company's brightest minds from leaving is what's meant by "talent retention." Employee retention can be affected by factors such as work environment, salary, benefits, flexibility, and contentment with one's position. The best way to keep employees happy and committed to their jobs is to make them feel appreciated and appreciated.

Learning and development is a subset of human resources that tries to boost productivity in the workplace by educating and training employees. Acquiring new workers is another facet of L&D, with an emphasis on skill building rather than on only providing the bare minimum in orientation. The role of the learning and development manager is to aid in the organization's performance through employee coaching, mentorship, and growth. L&D refers to the process of assisting workers in enhancing their abilities so that they can become more proficient at their jobs and more invested in their work. To improve the company's bottom line, their key priority was training and empowering workers to do their best.

The term "career management" refers to a system designed to help workers advance their careers inside a business, which in turn helps them improve their personal lives, professional development, and financial security. Step one is learning about the worker and step two is being knowledgeable about the position. Management of one's career is intrinsically linked to the management of one's organisation, and an organisation is defined as a collection of individuals with varying perspectives, experiences, skillsets, and other attributes. Short-term, easily attainable goals are the foundation of effective career management. Performance management- means to setting that type of environment in which the employees can perform well and give their best according to their capabilities. It is the whole working environment needed for the job. It is about the contribution of individual in the organization goals. An effective performance management is the concentration on the lineup your employees, to increase the performance of employees, their competencies, development of employees, and for organization better results .

Organizational performance means compares an organization's production or outcomes to its aims and targets. It encompasses three distinct categories of organisation results, according to Richard et al. (2009): 1. Market performance includes (sales, market share, etc.); 1. Financial performance includes (profits, return on assets, return on investment, etc.) 2. Market performance includes (sales, market share, etc.); 3. The shareholder return consists of (total shareholder return, economic value added, etc.).

Sustainability refers to an organization's efforts to strengthen the social, economic, and environmental framework within which it functions. Sustainability within Organizations, Colbert and Kurucz (2007) analyse what it means to "keep the business running" by defining sustainability. "Future proofing" an organization means "reaching today's success without any influence on the needs of organization future" and is another phrase for sustainability. The Sustainable Growth of the Organization is emphasized in the Sustainability Committee's Charter. This committee is concerned with properly managing resources without harming coming generations. The focus of organizational sustainability is on long-term business planning that take into account economic, environmental, and human or social capital.



Figure 1.2 Integrated Talent Management

Source – Josh Bersin and Associates (2015), www.joshbersin.com

1.1.3 TALENT MANAGEMENT COMPONENTS

The following factors were considered as the primary motivators for the study of talent management in the current research.

- Succession and Career Management
- Talent Acquisition
- Talent Retention
- Learning and Development
- Performance Management

1.1.4 ROLE OF TALENT MANAGEMENT

Role played by a Talent management in organization in the following way. These include:

- Analyze the data to maintain relationships among situations
- To evaluate compound or differ priorities in business
- To evaluate and understanding trends of business
- Having connections with strategic partners
- To understand the cause and effect relationship in business activities
- To mind map the causes, thinks different
- Ability to extract down, creating more divergent thinking
- Planning and producing a new competencies
- produce or reshape a strategic decision

1.1.3 BRIEF INTRODUCTION OF THE TOPIC- REASON FOR THE CHOICE OF TOPIC.

The richness of talent and talent management is not only the cut- throat factor for the modern business. However it is the most crucial factor in this dynamic business environment. To manage the talented employees is the biggest matter in this today's world and talented employees are the most important employees so it is not good if they are not retain in the organization. Talented employees are the growing category of employees. They are the growth of the organization. It is proved that if the organization having talented employees they will grow faster and more profitable. They are closely related with the development of the organization. Talented employees are always gives new ideas. Talent Employees in research

and development and in engineering area they create the benchmark for their productivity level, they are also doing well in the business world for the organizations growth and development. To retaining the talented employees in the organization is a big task because if the talented employees leaving the organization the organization cannot run properly. So the result of the study is that the researcher has to focus on this matter. It is already proof that the Information Technology sector is a largest job provider and the creator for the development of the Indian economy since 2000. It is the most opportune and growing place for the young charismatic generation. For the shortage of these workers the retaining and engaging plays a very important role in the Indian Information sector Hence, the shortage of talented employees is a very big concern to retaining and attracting these employees. For retaining those organizations take various steps like competent salary structures, attractive and conducting work environments, and continuing educational recreational opportunities. The talent management has to be Proactive to retain these employees in the organization for a longer time period and gives growth and development opportunities.

1.2 EMPLOYEE RETENTION

“Get Les McKeon defines employee retention as "a systematic attempt by the employers to create that type of atmosphere in which the employee's remains retain in the organization." This is necessary in order to keep the staff. When the company has a high rate of employee retention, it succeeds.

By adopting policies and practices that reflect their unique demands, employers are making an attempt to create an environment where workers will stay on the job. Retention is the context of supervision something. The success of the company is to encourage the comfortable environment that enhance the retention rate .If the employees are very satisfied with the organization policies and activities it is directly connects with the retention rate. The retention rate of the employees has a direct impact on the performance and wellbeing of the company.

The highest level management and the human resources department invest their time and energy into keeping the organization's talented personnel. Employee retention can be done in

the organization by direct or indirect process. The direct process is the employee can sign the bond and the legal document that also help the organization to retaining the employees. Retention provides advantages to both the employees and the management .If there is low retention it will increases high employee turnover which is a big loss of the organization. Human resource management also spends their valuable time and efforts for recruitment, selection and training of employees.

The employee retention can be done by giving suitable working environment, giving rewards and benefits to the employees, providing career development possibilities(Griffeth & Hom 2001), To encourage the employees have to stay with the company for the longest possible time and to retain them in the organization. The fact that acquiring new staff is simpler than keeping them on board is one of the major problems facing businesses today. Organizations spend more time, money, and effort on staff retention, training, and employee fitness. However, the company suffers a total loss when an employee leaves.

Employee retention tactics aid in retaining staff for as long as possible. Employee retention is one of the biggest problems facing organizations in today's time. Employee move one organization to another organization for their betterment .For the change of organization the various factors affects like Career Development and Leadership, Working Environment, polices, rules and regulations , Compensation etc.

1.3 Harvard Business Review has given five things to retain employee in the organizations. (5 R's of employee retention).

- Responsibility
- Respect
- Revenue Sharing
- Reward
- Relaxation

HBR Retention Strategies

- Responsibility –The responsibilities have to be given to the Employees to gain new skills and knowledge and provides regular opportunities for learning and development to achieving the goals.
- Respect–Employees always wants respect, appreciation and motivation from organization to feel satisfied, comfortable because employees forget the words but they always remember the things to feel it.
- Revenue Sharing –If the revenue is sharing with the employees than employees feels pride of owner, satisfied and feels good this will give benefit to the employees as well as to the organization also.
- Reward –Reward and Recognition are the two important things for the employees. By giving rewards it gives satisfies the basic needs and gives motivation to the employees. Recognition will help to give a positivity which enhances good working environment and develops a nice culture between the employees.
- Relaxation Time– It means the time off to be provided to the employees like vacations, maternity, sickness, learning and development workshops, training programs etc. Gives enough time gap between the one task to the next task and adds team building activities and giving rest breaks to the employees after completion the projects.

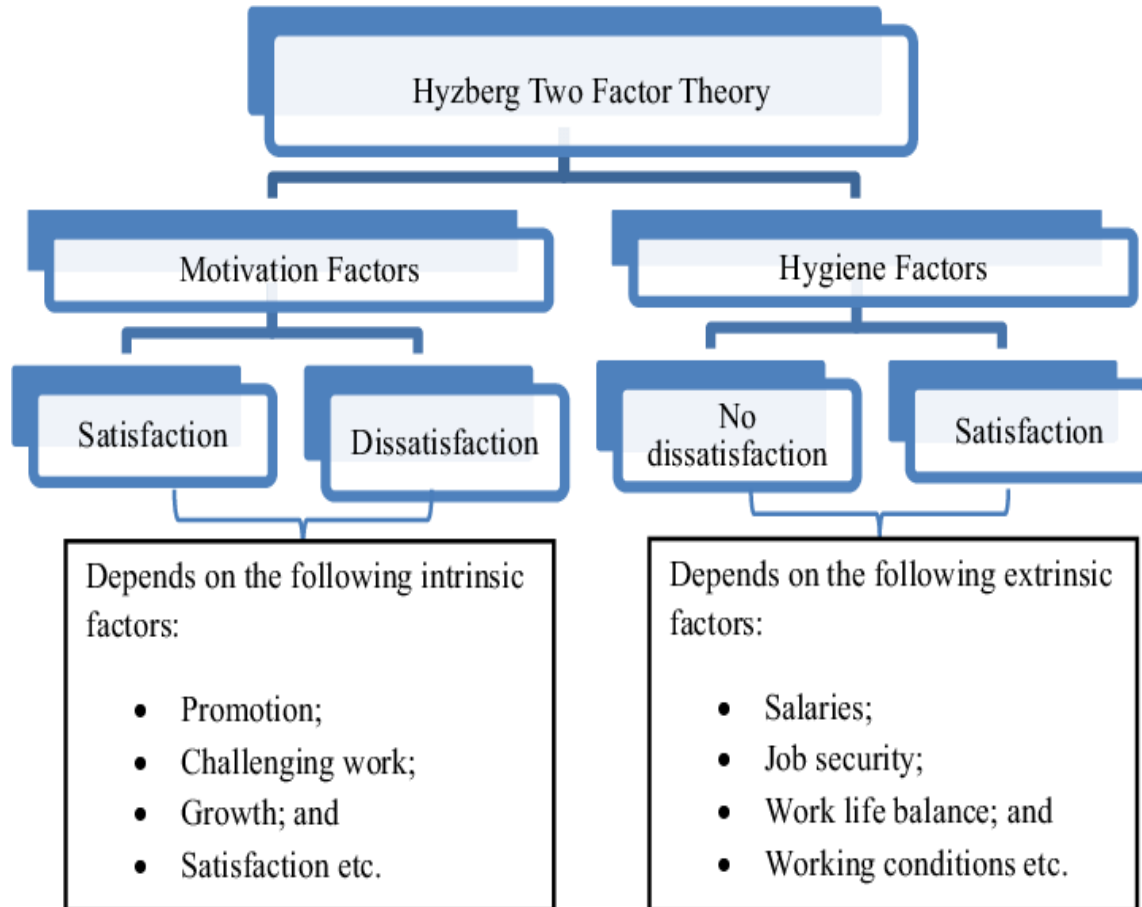
Long term relationship will enhance when it comes from both the organization and the employees. Long term commitment from the employees is possible if organization fully supports to the employees in a good direction.

1.4 EMPLOYEE RETENTION STRATEGIES

Employee retention is an effort from the organization to making a good working environment which helps the employees to retain in the organization. employee retention direct effects on employee turnover. It's a way to replace the staff that voluntarily departs the company. A company's output suffers when its employees frequently leave and are replaced. Reducing employee turnover should be a top priority for businesses

1.4.1 HERZBERG TWO FACTOR THEORY

Frederick Herzberg's two-factor formula According to this notion, employee motivation and retention are related. The two aspects that boost employee happiness and improve staff retention are the motivation factor and the hygiene factor.



Source:-Research gate

Herzberg's Two – Factor Theory Model

Hygiene factor refers are basic physiological needs that have to be fulfilled. The absence of these factors will enhance employee dissatisfaction. Job conditions for the employees are the motivation factors these factors motivate the employees to perform well in the organization.

1.5.1 VARIOUS EMPLOYEE RETENTION STRATGIES

- Right people in the right job
- Training and Development
- Effectiveness of two way communication

- Appreciation for good work
- Balanced Workload for each employee
- Reward and Recognition for motivation
- Maintaining Work Life Balance
- Relationship between employers and employees
- Team spirit
- Employees Bonding with each other
- Monetary Benefits and compensation
- Opportunities for leadership
- Mutual Trust and faith

1.6 AGE GROUP X EMPLOYEES

The members of Generation X were born between 1960 and 1980. They arrived in the Baby Boomers' shadow having been born after their influence (Zemke et al., 2000). Employees from Generation X are losing faith in their companies and feeling bored. Organizations must keep them if they want to maintain a competitive advantage. Employees from Generation X are highly knowledgeable, skilled, and perform well. Both the corporate and public sectors need to do better at keeping Generation X workers.

In the public sector, it is crucial that generation X personnel are kept on board. Compared to the commercial sector, the public sector offers limited financial incentives (Niewenhuizen, 2009), The delivery of services is put under pressure due to a lack of expertise (Sherry, 2008) and high vacancy rates. Crime rate is the element that makes the issue worse. It will result in emigration and reduce capacity. Black economic empowerment is not helpful, particularly with senior management positions, due to the lack of competent and experienced individuals (Temkin, 2008, 2009). Senior managers have a crucial role in managing talent inside the firm, which makes them crucial for worker retention. Traditional employers tend to be reactive. They are working to keep employees at the company (Williams, 2008 De Vos & Meganck, 2009 ;). However, this strategy is not particularly effective because it is challenging to keep an employee once they have decided to quit the company (Mosley & Hurley, 1999). In the literature and in talent management techniques, retention is getting some attention.

The significance of talent management arises from retention. This can be done to improve the process of attracting, developing, and employing skills and abilities to suit the present and future needs of business. This will help with strategy implementation and high performance. (2006) (Lockwood). Based on an analysis of the retention literature. Bosch-Venter, 2009 See Saratoga Institute, 2005 for further information on the importance of retention in organisations and the abilities that employees must possess at all organisational levels to achieve the organization's goals. 2. See Need for Business to Address Critical Skills Shortage. (2008).

Recent reports in the media suggest that the South African public sector is currently facing unique difficulties in terms of goal-setting and high performance (Jeffrey, 2010). The goal of this study is to conduct exploratory research to determine what factors in 2008 South Africa have the most impact on generation X employee retention tactics. To keep employees of generation X in South Africa, the researcher wanted to know what factors might be important to them. To aid in developing strategies for retaining members of Generation X's workforce. This article fills a research vacuum since additional work is needed on staff retention (Kontoghiorghes & Frangrou, 2009), particularly for Generation X workers in South Africa (Kerr Phillips & Thomas, 2009). (Munsamy & Bosch-Venter, 2009). This research provides all the data necessary to create retention strategies for Generation X that will keep workers motivated over the long term and help employers meet their organisational goals (Frank, Finnegan & Taylor, 2004). Employees have the option to leave an organisation if they are dissatisfied with the employer's efforts. So, by mutual understanding between employers and employees, retention can be made possible (Kontoghiorghes & Frangrou, 2009).

In a business, talent retention is crucial since it affects both direct and indirect costs. Recruitment agencies' fees, training and development costs, applicant evaluation and interview fees, severance package fees, and dismissal fees if the hiring decision is made incorrectly the first time are all included in the direct cost of hiring new personnel. These expenses are used by organisations to determine their direct costs (Hilmer, Hilmer & McRoberts, 2004).

1.7 GENERATION Y EMPLOYEES

Today's manpower is segmented into different generations mentalities and preferences, Differ work ethics, different values and unique working style. The organizations have to recognize the expectations, wants and work styles of these multi-generations. The literature review focuses on the different generations. Millennials (1981–2000), sometimes known as Generation Y, and Generation X (1961–1980) (Cennamo & Gardner, 2011). In the workplace, Generation Y—also referred to as the digital generation—moves quickly. This generation has several different traits, including being more independent, enthusiastic, and team-oriented. 2007 (Shih & Allen). They accept new technologies more quickly than earlier generations since they have grown up with them (Cennamo & Gardner, 2011). Generation Y employees have certain expectations for their jobs, including job features, employer preferences, company turnover, and career advancement. They have high aspirations for the organization's growth and for their own professional chances. They desire to increase their skills and knowledge and in order to compete in the market.

They typically favour career progression possibilities, and if they cannot find any, they will leave the company (Cennamo & Gardner, 2011). They want to work somewhere challenging where they can improve their abilities (Naim & Lenka, 2018). Furthermore, members of Generation Y have high expectations for career development, work-life balance, and mentorship programmes. Setting these goals for progress inside the company is a great way to keep Generation Y workers (De Hauw & De Vos, 2010). The organisation must alter its policies, plans, working environment, and working attitude in order to increase its strength and meet future problems as a result of the generation Y workforce shift.

1.7.1 CHARACTERSTICS OF GENERATION Y EMPLOYEES

Gen Y is very positive, confident, independent and extravert basically they are the true fighter with a strong mind. Their grandparents, who were born before 1946, established their values, not the Baby Boomers or Generation X, who were born between 1946 and 1964. (Born 1965-1979). They are confident in themselves and take duty seriously. Only Generation Y believes that things should alter in accordance with lifestyle. They are the technological person .They are very loyal with themselves and they have own working style not believing in commitment

and doing mistakes again. Gen Y loves that work who motivates them and leaves that job who demotivates them or provide dissatisfaction. They are proactive in nature and adopt changes easily .They want respect and ease in their life.

Table no 1.1 Retention issues with Employees

1.1 Retention issues with Employees:-	
Informant	Elements
1	Salary and wages, career advancement, and job security
2	Workplace Environment, Work-Life Balance, and Job Satisfaction
3	Leadership, Relationships and Communication, Training, and Rewards and Recognition
4	Recognition and Rewards, Job Security, and Training
5	Pay and Compensation, Rewards and Recognition
6	Reward and Acknowledgement, Training
7	Job stability, recognition and reward, and training
8	Workplace, Compensation, and Recognition

Information technology is the fastest-growing industry. Growing and much more competitive on the global stage is India's IT industry. The software and service companies that make up the IT sector contribute significantly to the Indian economy. Technology demonstrates that it is advantageous to every citizen of the nation. The advancement of technology has made it simple to contact with people on a regular basis. Because of this advanced technological advancement, tasks and jobs that used to take a long time to perform can now be completed quickly. There are several chances in the industry thanks to the expansion of the IT sector and the Indian economy. Since the level of competition has been rising quickly, companies must have a competitive edge to survive over the long run.

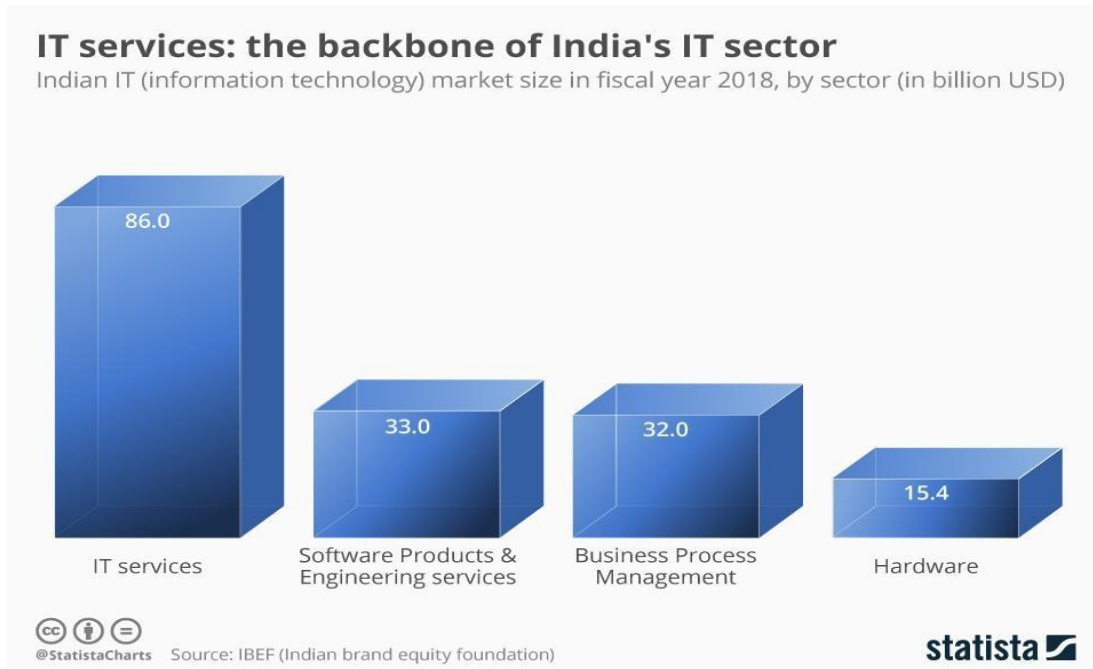


Figure 1.4: Importance of Indian IT Sector

1.7.2 INDIAN INFORMATION TECHNOLOGY SECTOR

Information Technology (IT) industry has become the most powerful industries in the world. IT industry has increases the productivity, for the development of the world. IT industries are the key driver for the economic growth globally. Various sectors like manufacturing, agricultural, and service sector are an important role for the growth of the economy. Especially, IT industry which comes under service sector .In the last two decades, various IT software companies has been established. They are giving huge employment opportunities. Information Technology (IT) industry is segmented into four categories.

- i) Software Services
- ii) Hardware Services
- iii) IT – Enabled Services (ITES)
- iv) IT – Education and Management Services (ITEMS) Information Technology (IT) In India

Information Technology industry is growing rapidly in both domestically and internationally. The Indian Information Technology (IT) industry has done various changes in developing India on the global market. IT industry in India contributes high growth in Indian economy with huge employment opportunities.

Indian IT industry was first started in the year 1967 in Mumbai. The Indian government introduced various policies for promoting the IT sector. As a result, National Informatics Centre was built up in March 1975. Companies like Wipro, Tata Info Tech and Patni Systems came in forward to start IT services during the period 1977 to 1980. The Indian government established "Software Technology Parks of India" in 1991 in order to facilitate V SAT communications, ushering in the modern era of international cooperation and economic integration. After 1991, Information Technology (IT) made rapid changes that result in the development of IT hub in Bangalore, Bangalore was called as IT capital of India. IT services slowly expanded their destinations in Chennai, Delhi, Kolkata, Bhubaneswar and Hyderabad. At present, India is one of the best destinations towards their services in IT and IT enabled operations. Indian IT industry has grown rapidly over the years. The size of the IT industry has grown from 100 million US dollar to 167 billion US dollar between 1991 and 2018. IT industry has a high growth in the last few years.



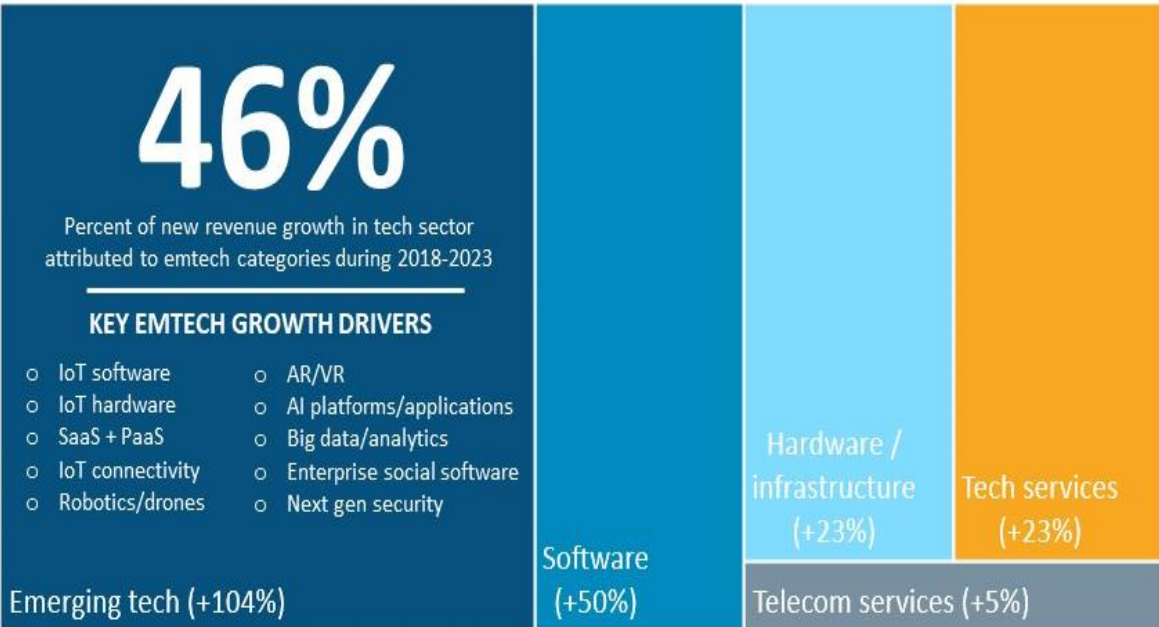
Figure 1.5 Glimpse of Indian IT Sector

The world wide sourcing market in India is the IT-BPM (Business Process Management) industry at a higher pace. The IT sector reached US\$ 1.2 trillion out of 2016-17, while the worldwide market expanded by 1.7 times to achieve US\$ 173-178 billion. India attains the world best target 2016-17 with provide an offer 55 for each penny. India Information sector already set up 1000 worldwide transportation which focuses on more than 200 urban areas worldwide. The Indian IT sector has given the financial change and recast the India in the view of worldwide economy. In IT administration the India's cost is 4 time less expensive than US, which maintain its Unique selling proposition (USP) worldwide. The IT firms sets focuses on

advancement in Indian. The IT sector has a critical request on the Indian training segment, specially to engineer and software engineering. The four subsectors that make up the Indian IT industry are IT administrations, Business Process Management (BPM), hardware and software, and building administrations. India has received 76 nominations for every dollar spent, compared to a regular allocation of 56 nominations for every dollar.

Emerging Tech Categories Drive Revenue Growth

Estimated contribution of new global tech spending during the 2018–2023 time period



Source: IDC

Figure 1.6 Growth of Indian Its Sector

1.7.3 INDIA AND INFORMATION TECHNOLOGY

India is the country with the largest information technology market. The country's social and economic progress is greatly aided by the IT sector. The country undergoes a new transition as a result of the global IT industry. India's unique selling point on the international market is its IT sector. Indian IT firms are less competitive than those in other countries by at least two or three times.

India's growth and the IT industry

IT services and BPO are the two divisions of the information technology industry. According to a NASSCOM research, the IT sector generated US\$160 billion in income in 2017, with US\$99 billion in total sales and US\$48 billion in domestic revenue. There was an overall growth of 13%. According to Wikipedia, the IT sector was initially created in Mumbai in 1967, or 20 years after the country gained its freedom. Globalization and liberalization are being accelerated by the growth of the Indian information technology sector. With exports accounting for between 75 and 80 percent of total revenue, the information sector is India's second largest exporter. The Indian IT industry provides solution services to enterprises at a reduced cost. Although the expansion of information technology slowed in 2009, the Indian IT industry is still expanding steadily. The world at the time was struggling with negative growth. However, the Indian IT sector managed a moderately good increase. This demonstrates how the Indian IT sector has consistently demonstrated its growth over many years. When compared to other sectors, the Indian IT sector is the one that is growing the fastest. The Indian IT industry is expected to add US\$175 billion in revenue by 2020, according to McKinsey's "Perspective 2020: Transform Business, Transform India" report. Opportunities for work have improved as well thanks to the growth of India's IT sector. According to a NASSCOM report, this sector has the potential to add between 3 and 7 million jobs across the country.

Figure 1.7 Growth of Indian IT Sector

ET tech

IT matters
(in \$ million)

IT spending in India may touch \$105.2 billion in 2022, an increase of 5.5% from 2021

	2021 Spending	2021 Growth (%)	2022 Spending	2022 Growth (%)	2023 Spending	2023 Growth (%)
Communication Services	24,110	4.8	24,668	2.3	25,381	2.9
Data Center Systems	3,672	17.1	3,880	5.7	4,067	4.8
Devices	44,354	23.2	46,028	3.8	47,550	3.3
IT Services	18,199	11.3	19,853	9.1	21,820	9.9
Software	9,396	19.7	10,817	15.1	12,477	15.3
Total	99,731	15.5	105,246	5.5	111,295	5.7

Source: Gartner (January 2022)

1.7.4 IMPORTANT TECHNOLOGY HUBS

Numerous surveys and Wikipedia claim that Bengaluru, India's garden city, is where the majority of the country's IT industry is located. Over 40% of India's international IT software and services are produced in Bengaluru.

Table 1.2 Important IT Hubs

Position	City	Description
1	Bangalore	Bangalore, also referred to as India's Silicon Valley, is the country's hub of information technology. As of 2020, Bangalore was home to 44% of all Indian startup companies, earning it the moniker "startup capital of India." Bangalore is regarded as the IT sector's top exporter. Bangalore is home to the headquarters of several leading Indian IT service firms, including Wipro, Infosys, Mphasis. Mindtree. There are numerous well-known multinational corporations with headquarters in Bangalore, including Bangalore is the largest contributor to India, accounting for 35% of all Indian IT companies.
2	Hyderabad	HITEC City is a draw to Hyderabad. the largest Bioinformatics centre in India and the second-largest exporter of software from the Indian IT sector.
3	Chennai	After Bangalore and Hyderabad, Chennai is India's third-largest exporter of business process outsourcing (BPO) services and information technology (IT). There is an motorway in Chennai City called the IT motorways.
4.	Pune	Pune is a significant exporter of IT services both domestically and internationally.
5	kolkata	Kolkata is one of India's key IT hubs in 2020. More than 300,000 people are directly employed in the IT industry. Kolkata is home to the largest office of major software firms.
6	Delhi (NCR region)	One of India's main IT hubs is Delhi NCR. Numerous multinational offices are located in NCR cities like Noida & Gurgaon.

1.9 EMPLOYEE RETENTION IN THE IT SECTOR

This section is exploring the employee retention in Information Technology sector. This section is to cover all the factors that might cause of employee retention in the IT sector in comparison to the other industries as presented by the studies.

According to CIO (2019), the IT industry faces the issues of employee retention than many other industries with the turnover rate in 2017 were 14.9 percent. This rate is enough to mention the concern to keep expanding year after year. The issues of employee retention in IT sector is more destructive than the other industries retention issues. The huge amount is required to develop the employees' skills to the level of accuracy as well as it is difficult to gain new talent due to less numbers of IT talent. (Rohava, 2017).

Ridzyowski (2019) explores that IT industry is not only facing the issue of skilled employees but also facing the issues of gender equality in the IT workforce. Ridzyowski (2019) mentions that this gender gap is the major issue of non-availability of sufficient workers in the industry. Further more continuous improvement of technical devices and approaches wants constant enhancement of competencies and skill which is very costly for the companies so that they cannot retain their employees for a long time period. Mohlala and Goldman (2012) stated that the retention of IT sector of a South African bank, explores that the retention of employees in the IT sector requires a erratic approach than other industries. They restate hiring the needed employees in comparison of experience employees in their technical field. They also focus to provide updated equipment's so that they can do their duties properly.

Dixon's (2016) results also agree with those of Mohala and Goldman (2012) researcher focuses the pressure on the IT industry employees and continuous upgrade their skills and fight against the expanded rate in which the IT skills and knowledge become old. The scholars also gives spotlight on the importance of assuring pay satisfaction, giving continuous feedback on the job performance, creating a healthy and positive working environment and maintain a teamwork and open communication environment. With the everything retention is very critical in IT sector in comparison of other sectors.

1.10 Chapter Layout

This research is broken down into five sections: an introduction, a literature review, a section on research methodology, a section on data analysis and results, and a section on discussions and conclusions.

Chapter 1 presents a broad overview of personnel management, the IT industry, and staff retention before introducing the research problem in more detail. The significance of the study, research aims, research questions, and hypotheses will all be outlined in this section.

In Chapter 2, which provides an overview of the study's theoretical underpinnings, the literature reviews that are relevant to the study's topic and theoretical framework will be reviewed.

The methodology of the study is emphasized in Chapter 3, which describes the research's sample, measurement scales, and methods of data processing. This chapter provided additional information concerning the methodology and setting of the research into the information.

In Chapter 4, we see the responses to our survey. The SPSS statistical software will be used to examine all of the collected questionnaire data. For ease of viewing and reading, the results are tabulated.

Chapter 5 concludes with a discussion and summary of the study's findings. As the final section of this chapter, it will cover the ramifications, ideas, and references for future study. The limitations and a few simplified theses are also included and discussed in this section.

1.11 In conclusions

Next, we'll take a look at the role of talent management in retaining employees, building on the groundwork laid in chapter 1. The researcher will revisit the variables introduced in Chapter 2 as she proposes a conceptual framework for elucidating the interrelationships between these two types of variables. The next section presents and clarifies all of the assertions and findings from the preceding research.

CHAPTER -2

2.1 LITERATURE REVIEW

Yarnall (2011) asserts that each person's notion of talent is unique, and that talent is characterised by a variety of traits. Additionally, individuals' perspectives of talent vary. The talent word was first used as a weight denomination Syria, Babylonia, Greece, and the Roman Empire during antiquity before being used as a monetary unit in the Bible. The term "talent" changed into what we now refer to as "natural ability and aptitude" throughout the middle ages. In the present era, talent is now referred to as giftedness in the European language. That is referred to as a "gift" (Tansley, 2011). Tansley (2011) examines five distinct options, including talent having great potential, talent having high performance, and an individual's strength being what they are good at. We all have various ideas of what talent is, but the problem is that there is no universal terminology for what we call talent. In their research, Stuart-Kotze & Dunn (2008,

p. 10ff) emphasise that what is apparent and measurable in talent is behaviour. According to behaviour, talent is the capacity to do something well. Capability refers to a person's potential for performing the task, whereas ability refers to the person's current performance. There are also many distinct points of view in the company. Else it will remain static. In their study, Burkus & Osula (2011) discuss the myth that skill is inherited rather than cultivated and improved over time. The concept of mindset is described by psychologist Carol Dweck as having two different categories of people: those with a fixed mindset and those with a growing mindset. People that have a growing mindset are cultivating it via practise and diligence. All outstanding people, according to Dweck, have a progressive perspective. (Dweck, 2013) Wikström et al. (2012) claim that a willful training programme differs from the others the most. Is stagnant, yet it is truly constructed.

2.1.1 TALENT MANAGEMENT

The human resource deficit that began in the 1980s was the catalyst for the development of talent management. To distinguish the best employee from the rest of the workforce, firms struggle to recruit human resources. Organizations had complete control over people's careers in the 1980s, but in the 1990s, these expensive but unsuccessful career programmes were

replaced. Consequently, each person is taking personal responsibility for their profession. Now that the attention is shifting back to organisations, prospective employees' careers are being given greater consideration. 2011 (Yarnall) in their study from 1997, McKinsey & Company coined the phrase "The war for talent," which quickly gained widespread use. According to research from McKinsey & Company, it is highly challenging for firms to find and keep the talent they need to compete in the marketplace. The knowledge economy will endure for five reasons, according to (McKinsey & Company, 2001), according to talent management. The business needs new mechanisms to manage the human resources because the new generation's demands when they enter the workforce are different from those of the preceding generations. The involvement of the HR manager, HR department, and middle managers who are in charge of overseeing employee care is crucial in strategic matters; they bear a significant portion of responsibility for the talent management process in daily operations (Wikström & Martin, Talent Management praktiken, 2012, p. 13ff). According to Lewis & Heckman (2006, p. 139), there is disagreement on the definition of talent management in the literature study of the subject. They also claim that the concept's general meaning, breadth, and other elements are unclear. They start off by asking what talent management entails. The collecting of human resource practises is the initial step in TM. The second item is all about talent pools, which refers to ensuring the flow of workers into positions. The third is that TM is an excellent resource for high performance (Lewis & Heckman, 2006, p. 139f).Ehrnrooth and Mäkelä, Björkman, define TM as an organization's effort to find, nurture, attract, and keep talented employees (2010, p. 134). The second idea was that "executive talent" (Ehrnrooth and Mäkelä, Björkman, 2010, p. 134) frequently focuses on staff pools. The third concept is typically connected to a person's abilities, skills, knowledge, intelligence, experience, attitude, character, and innate gifts and was first introduced in their study from 1997, which coined the phrase "War for Talent" (Beechler & Woodward, 2009, p. 274). According to McKinsey, talent refers to keeping the most talented workers, also known as "A" performers, while letting go of the less talented workers, also known as "C" performers (Heckman Lewis &, 2006, p. 141). Moreover (Heckman Lewis &, 2006, p. 141). Collings, & Donnellan , Whelan (2009) adds some views on talent management , which focuses on clear –cut on some important positions which effects organization's competitive advantage . Ramstad and Boudreau's (2005, p. 129) thoughts focus on the fourth point that the HR task must be enlarged with decision making,

which is referred to as 'talent ship.' In which they put forward 'To identify the talent pools where there is a big difference in the quality and the availability for the strategic success- in which talent pool means the jobs, roles or competencies. This will connect the competitive advantage of the organizations. The focus is now on positions and roles instead than prior personnel, which makes a significant difference (Collings & Mellahi, 2009, p. 305). It has been noted that this fourth area has a significant impact on the company's appeal, corporate profit, goal-setting, and client happiness (2011) (Bethke-Langenegger, Mahler, & Staffelbach). Bethke-Langenegger, Mahler, and Staffelbach's research (2011) also looks at how companies may develop talent management strategies in which they must place more emphasis on succession planning since it fosters high levels of trust, more financial success, and performance motivation. Talent management must put more of an emphasis on attractiveness than it does on development and career growth. The talent must concentrate on their higher-level career path and prospects for the creation of difficult assignments. Mellahi and Collings (2009, p. 305) gave a description of talent management as the tasks of identifying essential jobs that contribute to the firm's competitive advantage, developing high-potential personnel, and assuring their commitment to the organization (Bethke-Langenegger, Mahler, & Staffelbach, 2011). The tool for attaining the company's goal is related to talent management, presented a definition of talent management that encompassed the activities of identifying critical jobs that contribute to the firm's competitive advantage, developing talent for high potential, and guaranteeing their commitment to the organization (Bethke-Langenegger, Mahler, & Staffelbach, 2011). The gap between strategy, succession planning, and HRM, as well as reward methods, recruiting, and retention tactics, is explored by Blass (2009, p. 22), largely using development strategies, monitoring, and measuring.

2009, Blass, p. 22 In their study, Lewis & Heckman (2006) illustrated the architecture of talent management and explored fresh perspectives and research avenues that are beneficial to the organization. Which the other authors failed to adequately describe the architecture of talent management. Due to excessive employee turnover, a lack of highly qualified personnel, and economic growth, organizations are currently struggling to retain talented employees. The main difficulties are finding, inspiring, and keeping talented employees. Due to a lack of qualified workers, firms now face terrifying competition in the market.

In this cutthroat world, talent management is becoming more and more important, and every company wants to hire and keep exceptional individuals since they contribute to the growth of their operations and productivity. Talent management entails attracting, recognising, and developing talented persons. Attraction, identification, and growth and retention of talent are all components of talent management 2017 (Thunnissen & Buttiens). According to Meyers et al. (2013), Talent is a natural ability that results from doing things well without any training and because of this, these types of individuals have a great potential to contribute to the success of a business for a longer length of time. For a business to perform well and maintain a competitive edge, talent management is crucial. The literature demonstrates that both exceptional personnel and business strategies are beneficial to the organization's performance (Bayoud & Sayyad, 2015). To improve organizational performance and inspire employees, the organization must align its TM practises with its business strategy 2011; Bethke-Langenegger et al. Retention, according to Govaerts et al. (2011), refers to maintaining talented personnel in the organisation. In today's competitive world, talent management is becoming increasingly vital, and every organization attempts to find and retain talented employees. They must spend in TM to raise the retention rate if they are serious about keeping their personnel. 2018 (S. Jayaraman, P. Talib, A. Faraz Khan) investigates the dispersed talent management measurement scales and attempts to measure the results of talent management broadly. Dr. Ashraf Tag (2018) demonstrates in his research the many techniques that are realistically used in the workplace primarily to ascertain the talent management's capacity for dealing with both organizational and employee issues. In his research, Kajsa Asplund 2019 examines how conventional talent management in the school industry contributes less to improving attitude and conduct in a professionalized framework. This investigation mostly focused on schools and universities. The study's main goal is to determine how closely schools and colleges adhere to standards including independent decision-making, Management independence, the value of expertise, and equality within the profession. The talent management solutions for employee engagement are examined in the Wibowo study, which, according to Made Budiana and Yetti Supriyati, is helpful for human resource management in the future. The best employee contribution is crucial to the organization's performance and benefits the operating staff as well as the institution's growth, efficiency, and effectiveness. 2017 (Pachara Ngamchad, Poophapoom Moree, Herm Luangkaew, Honda Khemma, Tree Puwikottanakul). According to

(Amer Hamzah Jantan, PhD (Corresponding Author), Fariha Binte Mahmud, and Ashikul Hoque 2018, Md Asadul Islam), this study investigates the difficulties private firms in Bangladesh have when it comes to managing their talent and resolving employee issues. Priyanka Panay positive correlation between good talent management and staff retention is hypothesized by Dr. Gagandeep Kaur in his research. Marwan Alabbas, Dazmin Bin Daud 2020, Mohammad Tayseer Alshaboul, conduct a study to identify the influence of talent management in Jordanian IT firms. They show how it affects talent development and service quality in the IT sector. In her research, Angelica Gatiiria Gitonga mentions the connection between Generation Y talent management strategies and commercial banks' competitive advantages. According to her findings, this generation's talent management strategies have a significant positive impact on banks' competitive advantages. There are several tools available for measuring talent, and using these tools can help an organisation succeed. According to Silvia Simbula and Dina Guglielmi (2013), causal and reversed-causal linkages are both important in understanding the relationships between job engagement, wellbeing, and contextual performance.

2.2 THEORETICAL STRUCTURES

There are several talent management approaches and philosophies that are directly related to employee retention in the organisation. Employees are motivated by both extrinsic and intrinsic benefits, which they receive from their jobs. This is the underhanded strategy used to inspire and keep staff at the company. Individual attitudes, beliefs, and values are distinct among employees, who have varying perspectives on what motivates those (Vaiman & Vince, 2008). The four theories that the researcher discussed in order to investigate the relationship between talent management and employee retention were Herzberg's Motivation-Hygiene Theory, Resource- Based view (RBV), Social Exchange Theory (SET), and Person-Environment Fit Theory (P-E Fit), all of which are relevant to this research.

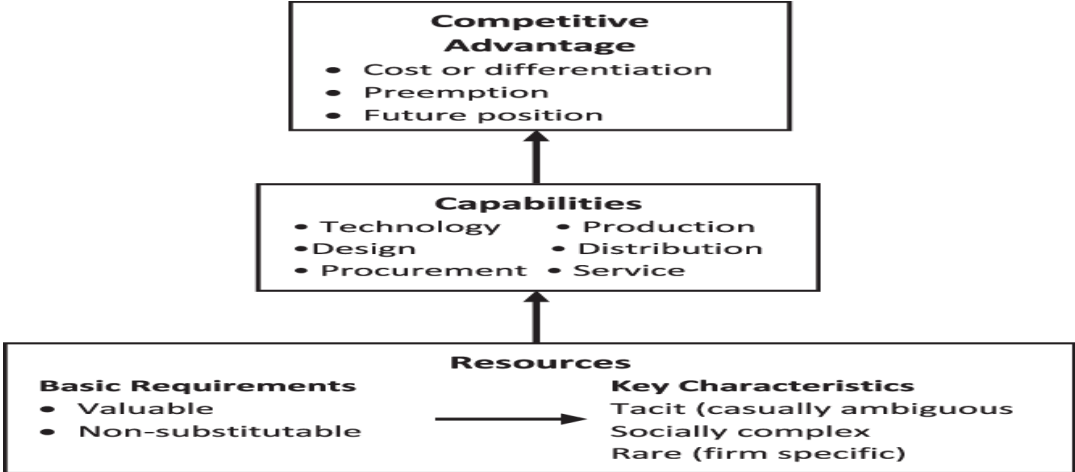
2.2.1 RESOURCE BASED REVIEW (RBV)

Today's commercial environment is complex, competitive, and quick-paced, with many businesses functioning in it. The Resource Based View (RBV) framework's sources of competitive advantages will be the subject of extensive business investigation.

This paradigm discusses long-term competitive advantage. A corporation can increase its long-term competitive advantages, according to Barney (1991), by deliberately expanding its resource base over time. According to Guthridge, Komm, and Lawson, talent management is the cornerstone of businesses when it comes to acquiring a competitive edge (2008). Academics and consultants were also unable to investigate the scope and definition of this from their perspectives (Collings and Mallahi, 2009). The RBV paradigm defines talent management as the management of an organization's unusual, valuable, distinctive, and non-replaceable resources. By changing their resources, organisations can acquire a competitive advantage. Porter's or Barney's cooperative approach (2007). The RBV framework states that in a dynamically competitive environment, competitive advantages help enterprises analyse opportunities and lessen dangers.

Additionally, Barley explains that in order to achieve competitive advantages, resources must be unique, non-replaceable, and valuable. The capabilities of these resources are referred to as isolating mechanisms, which make it harder for other competing firms to compete (Rumelt, 1984).

Figure 2.1 Resource based Review



Source: Research gate.net

2.2 THE MOTIVATION –HYGIENE THEORY OF HERZBERG

In 1959, Frederick Herzberg established his Motivation-Hygiene Theory, often known as Herzberg's Two-Factor Theory. It is separated into two sections: motivation and hygiene.

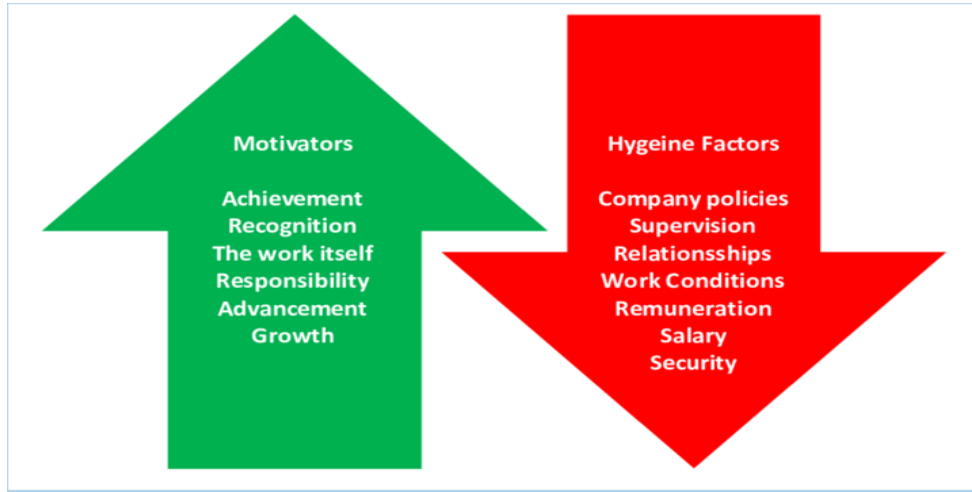


Figure 2.2 Motivation-Hygiene Theory

Source: Research gate

Herzberg contends that keeping outstanding individuals on board for as long as possible is a crucial aspect of any firm. Employee satisfaction is not the only key component; according to Nigel and Geoffrey (2005), it is also crucial to add intrinsic value to the work in order to increase employees' contentment with their jobs.

Breaugh (2000) mentions that the employees lose their interest in doing work properly, become demotivated to perform, and actively search for other options outside the organisation if the working conditions, basic needs, and employees are not fully satisfied. This is in accordance with the Herzberg Theory. Six job content variables—accomplishment, advancement, work, recognition, responsibility, and potential for growth—were taken into consideration while determining motivational factors. The working environment, relationships with coworkers, superiors, and subordinates, as well as one's personal life, earnings, job security, and basic requirements are all tied to hygiene (Ruthankoon and Ogunlana, 2003).



Figure 2.3 Herzberg Two-Factor Principles

Source: comdaser.weebly.com

2.2.2 Theory of Person-Environment Fit (P-E Fit)

The P-E Fit theory (person-environment fit theory) is also related to this study's findings. It's connected to a study of vocational preferences conducted by Parsons back in its infancy (1909). To feel at ease in any setting, but especially at work, it's important to consider multiple dimensions. These include group fit, job fit, organizational fit, supervisor fit, and vocation fit (2005; Kristof, Zimmerman, and Johnson). According to Kristof et al. (2005), a high PJF indicates that workers are satisfied with their jobs and that turnover is minimal. The Holland theory (1959) provides a definition for the Person-Environment Fit theory and similarly discusses the immersive components between the environment and individuals. The study found that if an employee's position was altered in any way, they were more likely to look for a new job. Employees, according to this notion, are always on the lookout for the ideal position for which they are a good fit, which offers them a friendly and open atmosphere in which they may freely express their beliefs and opinions on the job. If there is a conflict between an employee and their workplace, it can be resolved by altering behaviour and perception or changing jobs. The relationship between the employee and the workplace is one of reinforcement, satisfaction, suggestions, and similarity. Applying Holland's theory to this research on employee retention and talent management indicates that an individual will stay with an organisation if they have an organisational achievement mentality.

The company offers the employee growth and development opportunities for their career progress and the person will use their skills to function effectively. Employee stability in the business for the longest possible time will be improved if they feel at peace in their working environment, find it easy to perform well, and have solid career progression chances. According to Kamau (2013), Holland's theory does not place as much emphasis on the ranking of personal model styles as it does on elucidating the causes. He also opposes the theory's concentration on factors influencing job choice rather than employee development practises that promote career choice. This hypothesis has also been challenged for failing to adequately explain the method of professional growth in terms of race, ethnic group, and gender. The career development and competency mapping theories are connected. Talent management, according to Tarique and Sculer (2014), lays a high emphasis on professional growth in terms of career paths, company strategy, mentoring, and demanding, defined competencies and quantified employee results.

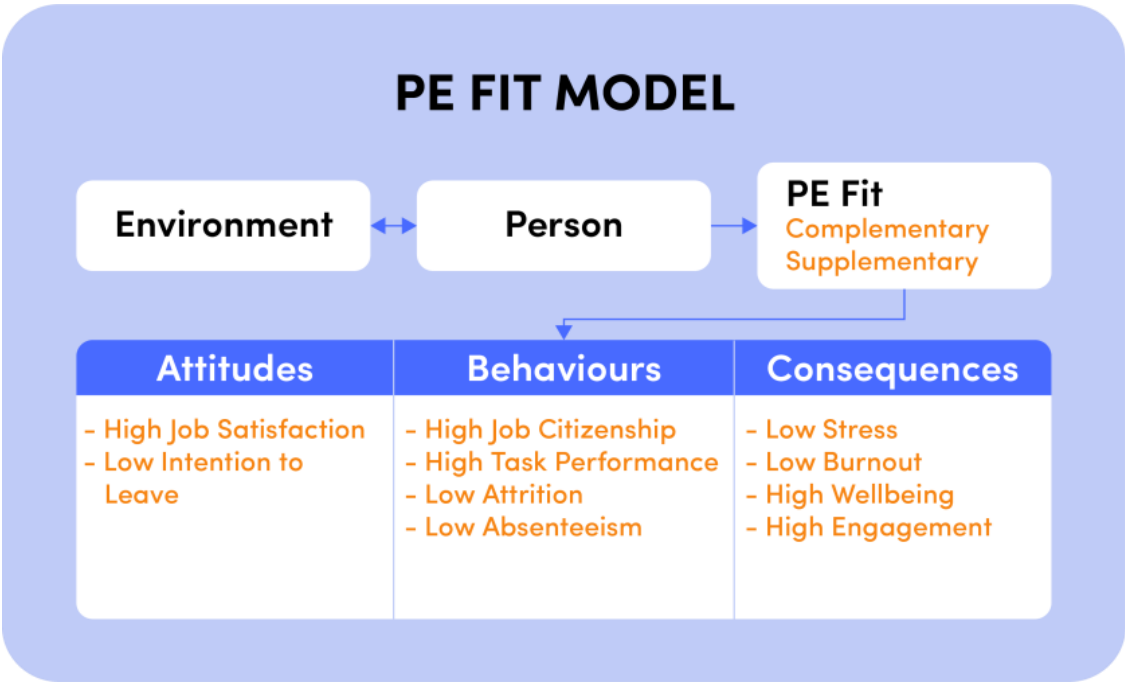


Figure 2.4 PE Fit Model

Source: superbeings.ai

2.2.3 Theory of Social Exchange (SET)

Social exchange theory is the most essential framework for analysing workplace Behaviour (SET). Early Malinowski and Mauss works are available (1925). Following that, other researchers have researched and challenged it over the preceding years Cheng & Waldenberger, Singh, Fouad, Fitzoatrick 2013 (Brimhall, Lizano & Barak, 2014; Singh, Fouad, Fitzoatrick, Liu, Cappaert & Figueredo, 2013) According to the Theory of Social Exchange foundations for organisational commitment and employee engagement, an employee will stay with an organisation if they receive good benefits. Economic and social exchanges are incorporated into SET's explanation of job relationships Cropanzano and Mitchell (2005) (Aryee, Budhwar, and Chen, 2002). Benefits of employees from economic exchange are tied to economic exchange, and social exchanges are related to the treatment of employees, also known as voluntary acts Gould and Davies, 2005; Aryee et al., 2002). The term "social exchange" refers to how people of an organisation interact with one another, how to understand workplace behaviour, and how to encourage communication and interaction between employers and employees. It also looks at how employees feel about the company and how engaged they are. This idea also explains choices regarding how much or how little one engages in their employment. The fundamental tenet of this idea is that strong relationships develop over time as a result of loyalty, trust, and mutual understanding. According to SET, the trade of incentives and rewards will result in the employees trading their allegiance, connection, and identity. This demonstrates the consistency of the workforce and its contribution to the business. According to Meyer and Smith (2000), if a person is treated well at work, they will stay with the company. Employee engagement will increase if they discover a positive work environment where they can utilize their skills and abilities and feel fulfilled. This will boost fruitful interactions from the employees' point of view. However, if a firm doesn't offer adequate rewards in return for employee efforts, they risk losing the support of their workforce. If an employee is satisfied, they will act in accordance with that, but if they are not, it will worsen the work environment by increasing tardiness, negativity, searching for other employment opportunities, and other bad behaviors (Haar, 2006; Crede et al., 2007).

Social Exchange Theory

- Social Exchange Theory is an 'Economic Theory'
- Uses concepts from economics and from operant conditioning
- We form a relationship if it is rewarding
- We attempt to maximise our rewards and minimise our costs
- The rewards minus the costs equals the outcome
- We commit to the relationship if the outcome is profitable

$$\text{Rewards} - \text{Cost} = \text{Outcome}$$

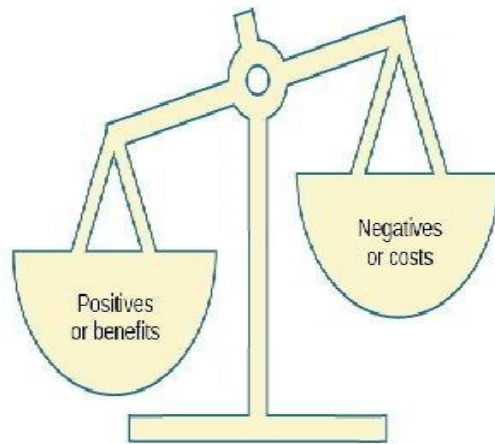


Figure 2.5 Social Exchange theory

Source: slidetodoc.com

2.3 CONCEPTUAL FRAMEWORK

The study would collapse without the conceptual foundation. The purpose of this talk is to inquire into the relationship between these two types of information. Employee retention is the dependent variable, and the study's primary focus is on the association between the independent factors (competency mapping, performance management, employee engagement, and career development). The conceptual underpinning for this investigation is presented graphically below. Independent and dependent variables including competence mapping, employee engagement, performance employee and career development all have a role in determining employee retention. Figure 2.6 presents the conceptual outline. Talent Management: Controlling Outside Factors.

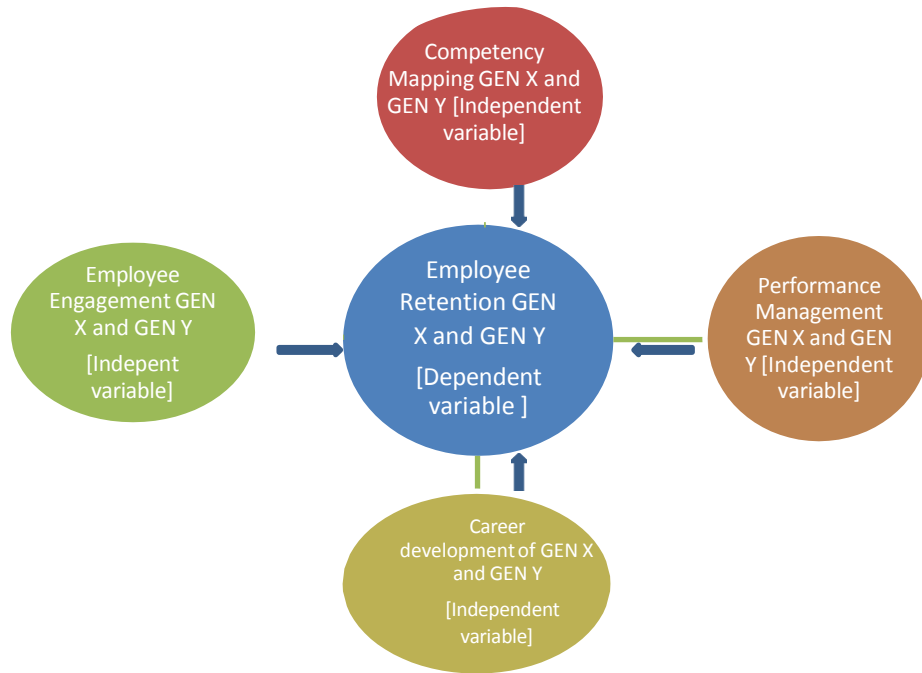


Figure 2.6 Proposed conceptual Framework

Note: Explore for this study

2.4 KNOWLEDGE MANAGEMENTB (Talent Management)

Prior to the 1980s, when strategic human resource management was introduced, the field of talent management saw significant rapid transformation, with its whole emphasis on hiring, payroll, and employee benefits. With the SHRM, the human resources department began to participate in the business strategy of the company, including things like training, communication within the company, and compensation plans (Jones, 2016). The strategic aim is the human resources department's focal point, although recently, the department's focus has shifted to "Management of Talent" is the process of locating and cultivating an organization's latent talent, as defined by Nyanjom (2003). The field of talent management has grown rapidly in recent years. Moreover, research shows that 75% of CEOs feel that no company enjoys talent management (CIPD, 2010). Iles (2007) suggests bolstering organisational competences through practises like succession planning, career development, employee training, and performance evaluation.

Engaging and keeping current personnel is crucial for the efficient operation of the company in today's cutthroat business market. Employee engagement raises performance, productivity, and innovation while lowering hiring costs. All of this leads to talent management being the top choice for any firm. Therefore, the greatest benefit of human capital management is talent retention (Mohammed, 2015). The most pressing issue and concern that organisations face today is a shortage of trained personnel as a result of rising employee turnover (Lathitha, 2012). The problem is not just a lack of workers; there is also a risk of losing experienced workers, which has an impact on how well the organisation performs (Ng'ethe, Iravo, & Namusonge, 2012). The study's findings also show that managing talent has an impact on successful outcomes (Ntonga, 2007). Talent management ensures that a firm has the right people in the right places, allowing it to fully use its personnel and achieve organizational success. Attraction, retention, and development of talent are all included in talent management. As said by Nyanjom (2013). Finding and retaining talent for an extended period of time in an organisation is the most difficult difficulty that many businesses confront today. Talent management refers to the process of governing the complete employee hiring, promotion, and retirement procedures (Murthy, 2010). Another phase in this approach is identifying talent gaps between the existing role and the talent required for company success. Through talent management, the ideal candidate is placed in the ideal position. Process for maintaining leadership roles, promoting staff progress, and handling demands 2009 (Jantan, and Othman and Hamdan). It is a method of discovering talents, developing them, and then implementing development activities to keep talented people engaged and on board until they are ready for more critical duties. Baum (2008) says in his study that talent management is a style of thinking for a firm that guarantees the right people are supported by the right roles at the right times based on business objectives. According to Ross (2005), the hiring process is the initial step in the talent management process. At this point, the company hires talented workers who are suitable for both the long and short terms. Numerous authors have examined how employing efficient talent management techniques can increase an organization's staff retention and recruitment rates. According to Plansoongnern, Anurit, and Kuyawattananonta's (2011) research on talent management strategies and employee engagement, an organization's ability to retain its employees depends on a number of organizational and environmental factors, including work-life balance, unity of the organisation, and effective talent management

strategies. Walsh and Taylor (2007) note in their study that while decent pay and a healthy work-life balance are crucial for generating internal talent and keeping it, a lack of opportunities for development and progress will increase employee retention.

Technology use is crucial in the beginning stages of every company, according to Golshan and Oman (2011). At all stages of talent management procedures. Additionally, social media is used to engage and recruit talented workers. The study also looks at how difficult it is to draw talent in today's globalised and fiercely competitive world.

Today, many businesses in every sector of the economy struggle to find and keep talent for a sufficient amount of time. The term "talent management" refers to the process of overseeing the complete employee lifetime, including recruiting, hiring, promoting, and, more recently, identifying a successor following retirement (Murthy, 2010). Another phase in this process is identifying the big talent gaps between the talent now present and the talent required to support company success. Assuring the correct person is placed in the proper position is specified as an outcome. Processes to assure leadership continuity in important roles and promote employee progress are also included. Decisions about how to manage requests, as well as the movement of talent through human resources, are included. According to the findings of the Aerni Isa and Hazril Izwar Ibrahim (2014) study, giving an employee a growth plan that involves outlining the competencies and abilities they can improve will increase their level of workplace engagement.

COMPETENCY MAPPING

Competency-based techniques first appeared in the workplace in 1970, and since then, they have been implemented quickly. David McClelland introduced the concept of competency in 1973, and the United States Information Agency is using this concept to improve selection process outcomes.

A competency, according to Wattamwar (2016), consists of three components: knowledge, skills, and attributes. With these three elements, employees are able to perform their jobs well, and competency mapping is the process of building competencies, which is very helpful for employees in completing their tasks on schedule.

Increasing competitive activities within the corporation is becoming increasingly vital in the current, competitive business climate (Sanghi, 2007).

The competence and abilities of the workforce are what determine the success of commercial activities in the current environment. There have been several arguments about company strategy and the necessity for capabilities in order to compete in the competitive business climate. In his study, Sanghi (2007) also notes that those firms' use of core skills gives them a competitive edge over rivals. Competency mapping is assisting in enhancing staff retention rates and work satisfaction in successful organisations. Additionally, this aids businesses in employee training requirements assessment, performance management, promotion, and recruitment. 2016 (Wattamwar). Anisha (2012) focuses on the fact that competency mapping boosts talent retention rates.

2.4.1 EMPLOYEE ENGAGEMENT (EE)

Employee engagement has been the subject of much research in recent years. Two separate studies (Harter, Schmidt & Hayes, 2015; Gallup, 2016) examine the correlation between engaged workers and various business outcomes(2002).

The Social Exchange Theorist mentions in his thesis that employee engagement levels have a favourable effect on firms (Nyanjom, 2013). Employee engagement has been the subject of numerous research over the past 10 years; the terms are often used interchangeably (Saks &Gruis arman, 2014). Consultants and university researchers had a strong interest in this subject. Employee loyalty to the company is a significant competitive advantage for their rivals, according to the organization's RBV bases (Joo & McLean, 2006). Saks and Grunab (2014) also note that employee engagement is becoming more important owing to competitive advantage and benefits the company. RBV also looks at how companies might gain a competitive edge that is very difficult for rivals to imitate. Instead of concentrating on commercial activity in the product market, this strategy emphasizes special resources that are difficult to imitate. (2006) Joo and McLean. He also looked into the fact that they are the company's asset and are the reason for its competitive edge.

The results of the study by Bakker and Demerouti (2007) show a strong correlation between organisational commitment and employee engagement. These conclusions were made by Schaufeli and Bakker (2004) examined the relationship between engagement and turnover, as well as the association between transparency and retention. Tower Perrin (2003) reports that the average turnover rate among the top 100 firms is only 13 percent, which is significantly lower than the 28.5 percent experienced by other businesses operating in the same sector. Additionally, this research notes that although engaged employees indicated a 66 percent intention to stay with the company, disengaged employees had no intention of doing so.

According to Bakker (2011), each organization's performance depends greatly on how engaged its employees and bosses are. Marrelli (2011) investigates the lack of communication between employers and employees as a contributing factor to the disengagement of employees. According to Keeble & Armitage (2014), a supervisor who places an emphasis on long-term commitment from their employees will see an increase in employee engagement. Additionally, the engagement rate is increased by constant feedback and open communication between the employee and the company. Employers suggested their employees' names to the following businesses so that they may continue working since they always communicated honestly, gave clear instructions, and maintained positive relationships (Marrelli, 2011). Employees provide open input in this manner, as well as complete information on adjustments and fresh concepts. In this study, Powis (2012) demonstrates how open lines of communication between employers and employees raise employee engagement and value. Leaders may boost employee engagement by allowing employees to participate completely in decision-making, sharing expertise, and communicating openly with their employers (Jiang & Men, 2015). Encourage employee participation in the creation of organisational culture and allow them the authority to speak up and share their opinions during decision-making processes to improve employee engagement and develop their careers (Brewer & Kennedy, 2013). Employee engagement, as a component of organisational culture and decision-making, makes employees feel more connected to the firm, enhancing the organization's talent retention rate over time. Employee participation in organisational culture and decision-making allowed for greater employee involvement in the business's growth and improvements, potentially resulting in a longer retention of talent within the organisation. Numerous academics are studying the influence of employee engagement on retention and productivity. According to Miller's 2007 research,

there is not always a clear relationship between employee engagement and staff retention.

Nearly 40% of highly engaged employees are still waiting for outside offers even though they have little to no intention of leaving the company. Additionally, Bates (2004) discovered that greater employee involvement had a detrimental effect on staff retention. He also says that when employee engagement levels rise as a result of training and career options, employee development will advance, and as employee capabilities advance, employees will search for better alternatives outside of the current firm. Organizations will discover a variety of strategies to engage their workforce and ensure that they stay with the company as leadership demonstrates that people are its most valuable asset (Smith, 2013). Employee involvement improves the organization's performance and production, fosters teamwork, and reduces absenteeism and employee turnover (Caplan, 2013). Karolina Laba Madelyn Geldenhuys In his study, Cornelia.

M. Venter (2014) notes that there is a proven connection between organisational commitment and psychologically meaningful work engagement. Engagement of the workforce is crucial to the organization's success. According to analyses from a 2014 study by Bruce A. Raytona and Zayne Y. Yalabika, work engagement is more likely to occur when employees believe their organisations are fulfilling their obligations, supporting the hypothesis that job satisfaction mediates the relationship between work engagement and PCB. Deepika Pandita and Madhura. Bedarkar (2014) According to the survey, employees are an organization's most valuable resource. If they are not provided the proper time and space to create the ideal balance between work and play at the office, then disengagement among the workforce develops. According to studies by Arnold B. Bakker, Kimberley Breevaart and Evangelia Demerouti (2014), employee engagement is favourably correlated with job performance, rewards and better pay, weekly meetings, core employee self-evaluations, and organisational commitment. In an organisation, employee engagement is crucial since it benefits both the business and the employees. Sam Narh Adjovu, Maniam Kaliannana (2015) this study investigates the benefits and drawbacks of employee engagement initiatives used by a Ghanaian telecoms company. The outcomes showed that the workplace was in good health, with HRM practises being presented in their most appealing light. Arnold B. Bakker, Jamie A, Simon L. Albrecht, Gruman, Alan M and William. H. Macey, Saks all say the same thing (2015), engagement

offers a conceptually sound and thoroughly documented method for achieving, developing, and maintaining competitive advantage. This study showed that content and process in HRM need to be well integrated for prescriptive models of strategic HRM to work. Fernanda Flôres Roitman Aguiar and Lucia 2015, Barbosa de Oliveira The purpose of this research is to examine the correlation between job satisfaction and employee engagement, as well as the impact of high performance work systems (HPWS) and leader-member exchange (LMX). According to the study's findings, staff engagement was positively correlated with HPWS and LMX quality in a sizable Brazilian non-profit organisation. In their 2015 study, Mohd Amy Azhar bin, Safiah Rashid, and Mohd Harif look at the most important parts of employee engagement and how they affect both the company and the employee. By figuring out the most important parts of organizational-level outcomes, leaders of SMEs and policymakers will be able to improve employee engagement and come up with well-thought-out support programmes and strategies for improving performance in SMEs. According to Dr. Hammad Alshammari's (2015) findings, elements that increase employee engagement include work-role fit, rewards and recognition, working environment, supervisor support, team and coworker relationships, and employee training and development. According to research by Ramesh Kumar, Eric Ng Chee Hong, Charles Ramendran, and Vimala Kadiresan Lam Zheng Hao (2016), training, pay, and appraisal factors have a significantly significant impact on University of Z lecturers' retention and engagement. Academicians say that the main goal of this study is to find out if current training programmes employee empowerment, job evaluation, and compensation work to keep and energise the workforce. According to Prof. Priyadarshni Nidan's (2016) study, a number of elements, including commitment, dedication, and pay, affects employee performance and motivation in the workplace.

2.4.2 PERFORMANCE MANAGEMENT (PM)

Many businesses are attempting to manage their employees' performance as the level of competition rises (Nyanjom, 2013). According to Mahapatro (2010), he mentions in his study that talent management is playing a larger role in businesses by analysing organisational performance to look after and keep talent.

Byham (2001) demonstrates in his research that the goal of performance management is to identify employees' potential, enhance their individual development plans, and link them to succession planning and the development of their talent pool. Performance management, according to Mathias and Jackson (2006), entails personnel identification, measurement, and communication before training, growth opportunities, and rewards for successful work. This will assist firms in training and developing their current staff members so they can carry out their duties more effectively.

Performance management raises employee engagement and inspires workers by recognising them and providing them with constructive criticism (Armstrong, 2006). Additionally, performance management contributes to the development and communication of the business's vision as well as the function of performance for both people and the organisation (Fletcher, 2001). The performance of the workforce is influenced by greater communication between the leadership and the workforce when they share the same vision.

In their study, Hong, Hao, Kumar, Ramendran, and Kadiresan (2012) indicate that an effective human resource management practice on the studies of employee retention that employees are given empowerment, job design through development training, and are considered for their importance. According to studies, performance management is crucial for keeping employees. Thiriku (2013) demonstrates in his research that if performance management techniques are weak inside a business, this will have a negative impact on employee retention. This demonstrates that an organization's ability to retain employees will increase if its performance management system is effective.

2.4.3 CAREER DEVELOPMENT

The most crucial strategy for any company is its employees' growth and development, and talent management is crucial for maintaining employees' career paths, competence mapping, mentorship, and success (Lewa, 2010; Waithaka, 2014 & Kimani). Employees are increasingly focused on their careers and seek greater opportunities for advancement and professional development in today's competitive corporate environment. This is a crucial component to keep their talent by providing possibilities for growth and development (Chitalu, 2011). In his

study, Khan (2010) notes that employees respond favourably to expanding possibilities and career growth, and that many firms use career management programmes to support employee career development. Garrow and Hirsh (2008) say that career development is a part of managing talent and human resources are crucial to an organization's ability to develop its workforce. This study demonstrates that options for training and development have a special relationship to keeping bright individuals. In his study, Waleed (2011) also discusses the unique connection between career advancement and appropriate training, which has an impact on employee retention by making employees feel appreciated and providing them with growth chances.

Nyanjom (2013) also emphasises the value of offering employees opportunities to advance in their careers as a means of retaining valuable staff. Flynn, Mathis, Jackson, Valentine & Mathis found in 2016 that workers at all levels of an organisation actively seek out development opportunities. This has an effect on how long workers stick around. Furthermore, he claims that workers under the age of 30 are more concerned with promotions than those above the age of 30, who are more interested in retention bonuses. According to research conducted in 2013 by Mapelu and Judah, training and development programmes have a significant impact on staff development. Providing employees with adequate opportunity for coaching, training, and advancement in their fields has been shown to significantly increase employee engagement. According to research by Chaudhary, Rangnekar, and Barua (2014), firms that invest in their employees' professional growth and development are more likely to have engaged workers. In addition, Kumar and Sia's (2012) research shows that long-term staff retention can be achieved through increased employee engagement through training and development opportunities.

Managers can educate employees on the value of human resource planning and the importance of career planning by implementing career management practises. When an employee and their employer work together, career plans have a better chance of succeeding. Vos and Megarck's (2009) research backs this up by showing that CDP is essential for retaining employees in the workplace. Staff turnover can be reduced and employee loyalty to the organisation can be increased by providing opportunities for professional growth. Career management plans that take into account each employee's unique aspirations have been shown to increase job

satisfaction, loyalty, and productivity by Conway, Sturges, and Mackenzie (2002). Talented people will leave a company if its career management is ineffective and fails to meet the expectations of its employees.

The company is adapting its methods because of the radically altering commercial landscape. As a result of the dynamic nature of the modern business world, many companies are adopting cutting-edge practises to train their employees, boost productivity, and discover new areas of expertise. Similar findings have been reported elsewhere (Sennett, 2006; Brown, Hesketh, & Williams, 2003). Wagner (2000) argues that compensation and benefits are significant factors in keeping employees. Workers are also interested in challenges, advancement opportunities, and educational possibilities in their current positions. Happiness and commitment are cornerstones of trust (Nunn, 2000). Ng, Feldman, and Lam (2010) argue that when workers are satisfied with their lives, they are more loyal to their employers in exchange for the benefits they receive, such as the chance to grow professionally and financially and the assurance of a permanent position.

2.4.4 EMPLOYEE RETENTION

In this situation, many firms' top priority has changed to staff retention. According to Nyanjom (2013), while finding brilliant individuals is crucial for firms, keeping such employees on board is just as vital. Intrinsic and extrinsic rewards are the two categories into which Vaiman and Vance (2008) divide employee retention strategies. Additionally, they clarified that extrinsic rewards are monetary incentives with a physical reality, such as wages and salaries, intrinsic rewards, on the other hand, are things that can't be bought or sold, like an employee's professional growth. Also, they said that when comparing these two tools, rewards that come from outside the company are more important than rewards that come from within the company for keeping talent. Burke (2002) asserted that, in contrast to extrinsic rewards, intrinsic rewards are more significant since they emphasize the organization's emotional connection. In Employee retention refers to the importance of keeping employees in the company as well as the employer's responsibility to preserve the type of motivating environment that will encourage former employees to stay on as part of the company through a variety of policies and practises that meet employee needs (Mckeown, 2002).

Employee retention is a component of talent management that advises the firm to consider keeping knowledgeable individuals on board. Organizations must adopt proactive strategies for employee retention initiatives to be successful; Even though high turnover can be slowed down, it takes time (Nyanjom, 2013). Actual evidence shows that firms with clear goals and objectives were more likely to keep their employees.

Many companies say that talent management systems and ways to keep employees work well together. The researcher also talks about how talent management programmes and systems help a company keep its best people. Lindholm's (2013) case study also said that talent management is good for keeping employees.

Oladapo (2014) concluded that employee retention is a crucial aspect of lowering employee turnover by studying the impact of talent management retention on employee retention. He investigated the role of talent management in the processes of recruiting, onboarding, retaining, and training employees. Talent management and staff retention were studied by Isfahani and Busatani (2014) at Iran's Isfahani University of Science. According to Kataike (2013), retaining employees is inextricably linked to effective talent management. Leaders need to put in more effort to maintain the loyalty of their teams. The findings of the study highlight the importance of talent tracking in retaining personnel. If businesses want competent workers, they must invest in them. The number of staff members who choose to stay on the job at public hospitals in Kenya is investigated by Kochari et al. (2014). The findings indicate that talent management practises in Kenya's public sector facilitate employees' continued employment there. According to Hughes and Rog's (2008) study, effective personnel management is crucial for retaining existing workers while also attracting and hiring qualified new ones. When staff are well-managed, businesses see gains in both operational and financial metrics. 2014 research by Salman Habib, Sana Yasmeen, Amjad Hussain, and Muhammad Ibrahim found that there is a positive correlation between a company's culture and such factors as productivity, employee dedication, job satisfaction, and employee retention. According to Tangthong and Sorasak (2014), there is a robust connection between HRM practises and employee retention. This demonstrates how useful it is for organisations seeking to retain workers. The success of any business depends on its ability to keep its employees. Jackson A

study by M.E. Muhoho (2014) found that highly collaborative workplaces and organisations were the result of the combination and alignment of organisational goals with those of individual employees. When management and staff function as a unit, the company is more likely to succeed. Employees believe that good HR practises have a direct and beneficial effect on how engaged and loyal employees are, according to research by Amran Rasli, Maqsood Haider, and Chaudhry Shoaib Akhtar (2015). Most officers dislike their jobs, according to research by Yogendra Bhattacharya (2015), hence they don't stay with their existing organisations for very long. Ship owners and managers have a number of options at their disposal to increase employee retention and productivity. Career advancement has a favourable and significant effect on employee retention, but is rarely implemented by firms, according to a study by Mariyam Imna and Zubair Hassan (2015). The fact that the company is run by the founder's family and other factors that increase the family's power in the business aid in employee retention and dedication. High-performance work practises (HPWPs) are analysed to see how they are implemented in both family-owned and non-family-owned organisations. Publication information: Francesca Visintin, Tamara Lenger, Dietmar Sternad, and Daniel Pittino (2016). How senior managers lead, how fairly employees are treated by supervisors, and how well employees understand their duties are the most important elements affecting employee retention in UAE organisations, according to a study by Dr. A. Kumudha and Harsha KJ. (2016). Individual and work qualities, gender and ethnic diversity, and effective induction programmes were found to have a positive impact on employee retention in a study conducted in 2016 by Arti Chandani, Mita Mehta and Akanksha Mall.

2.5 CONCLUSION

Overall, we talked about the literature review and developed a conceptual framework proposal in chapter two. Speculations have evolved. The study's next chapter will discuss research methodology.

The researcher will outline earlier study on this subject in this chapter and identify gap in the field of talent management.

2.6 RESEARCH GAP

Roy (2016) mentions in his analysis that there is a global talent shortage issue that has existed from the larger Recession Period. Therefore, it is crucial to keep the talented individuals on board because doing otherwise will hurt the organizations.

The Asian Institute of Finance (2015) states. His analysis notes that a shortage of talent in the banking and financial services industry affects 76 percent of firms. And more than half of the 76 percent of businesses said that a skills scarcity hurts their organizations' productivity. The service sector is experiencing significant transformation and a growing talent shortage as a result. of the global financial crisis. Also mentioned is the fact that around 8 out of 10 financial institutions are struggling with a lack of qualified workers. In the banking and financial services industries, providing excellent customer service is crucial to the growth and success of the business. Now In the business world of today, competition is fierce and the focus is on the client. The customer service representatives that handle all organisational issues over the phone, through emails, and in-person interactions with clients. They serve as the organization's front line employees, solving any issues and ensuring complete client satisfaction (Carson, 2015). Additionally, it will help the organisation stand out from the competition.

The key objective for the customer care professional is to maintain customer loyalty through consistent offering and customer pleasure (Blut, Beatty, Evanschitzky, & Brock, 2014). Because it is evident that acquiring new clients is more expensive than maintaining existing ones.

Talent management has been shown to increase employee loyalty, as stated by Kataike (2013). Leaders need to do more to keep their team members around for the long haul. The study concluded that effective personnel management and employee retention go hand in hand. If businesses desire productive work from their employees, they need to put money into their development. Researchers Kochari et al. (2014) examine how talent management practises influence the retention of hospital workers in Kenya. The results demonstrate the positive impact talent management practises have on retaining public sector employees in Kenya. Employee engagement, recruitment, and retention are all boosted when good personnel management practises are put into practise, according to research by Hughes and Rog (2008).

Efficient methods of managing employees boost the company's productivity and profitability. Study authors Salman Habib, Saira Aslam, Amjad Hussain, Sana Yasmeen, and Muhammad Ibrahim (2014) found a favourable correlation between an organization's culture and worker loyalty, job satisfaction, and length of service. Tangthong and Sorasak (2014) state that HRM practises have a substantial correlation with employee retention rates. This proves that it is useful to companies in their efforts to keep employees for longer stretches of time. Employee retention is essential for a company to fulfil its mission. Jackson M.E. Muhoho (2014) found that highly collaborative workplaces and organisations were the result of conscious efforts to fuse and align organisational aims with those of individual employees. If management and staff cooperate as team, the organisation will be able to achieve its objectives. Chaudhry Amran, Maqsood Haider, and Amran Rasli Employees feel that good human resources policies have a direct and positive effect on employee engagement and retention, according to study by Shoaib Akhtar (2015). Research by Yogendra Bhattcharya (2015) shows that few officers remain with their current organisations for extended periods of time due to unfavourable working conditions. Ship owners and management have a number of options at their disposal to increase crew retention and morale. Career development has a positive and large impact on employee retention, but is rarely implemented by companies, according to a study by Mariyam Imna and Zubair Hassan (2015).

Family firm status and situations that increase family influence on the business have a good effect on retention and engagement. High-performance work practises (HPWPs) are compared between family businesses and non-family businesses in this study. Publication information: Francesca Visintin, Tamara Lenger, Dietmar Sternad, and Daniel Pittino (2016). According to research conducted by Dr. A. Kumudha and Harsha KJ (2016), the important factors that have an impact on employee retention in UAE organisations include the leadership style of top managers, fairness in how employees are handled by supervisors, and clear comprehension. Individual and work qualities, gender diversity, cultural diversity, and good induction programmes were all highlighted as contributors to employee retention in the study by Arti Chandani, Akanksha Mall, Mita Mehta and Vashwee Khokhar (2016). Despite the importance of personnel management in today's competitive market, more work has to be done to retain top employees. Despite the importance of recruiting and selection to talent management, many

companies waste resources on them without effective management. There is no solid proof that talent management helps to retain the skilled labour force on staff, despite the fact that the study on how it does this has not been well studied. Succession planning, staff growth, competence mapping, and performance evaluation are just few of the areas that have been shown to benefit from proper talent management. How to best manage talent has been the subject of numerous academic investigations. However, there is a dearth of studies examining how human resource practises affect the likelihood of retaining individuals from Generations X and Y. Previous studies neglected to examine how talent management can vary between generations, especially in the context of the Indian IT industry. Few studies have looked at how talent management affects people of different ages.

CHAPTER -3

OBJECTIVES AND RESEARCH METHODOLOGY

3.1 INTRODUCTION

The purpose of this research is to fill in the blanks in our understanding of how personnel management impacts the retention of millennial and Gen X workers. Keeping the best employees is one of many companies' biggest challenges (Abelt, 2017). Given the magnitude of this difficulty, there are surprisingly few research on the effect talent management may have on Gen X and Y employees' retention (see Weyland, 2011; Bruce, 2017). So, the goal of this study is to add to what is known about how talent management affects whether or not Generation X and Generation Y employees stay with a company or leave. This study aims to provide light on three key concepts. This study first seeks to identify any associations between talent management and Gen X and Y employee retention. The second goal of this research is to determine whether talent management can promote a high rate of employee retention. This is highlighted by determining whether the majority employees are kept as a result of the organization's talent management methods. Finally, this research aims to determine whether talent management is the only factor that affects the retention rate of Gen X and Y employees or if this effect is unrelated to talent management.

The following are the research questions:

Research Question 1: Does talent management have any impact on the selection and retention of Gen X and Y employees at the chosen company?

Research Question 2: Is talent management a significant determinant of employee retention in the Indian IT sector?

The study's objectives, research issue statement, and research questions provide a framework for examining the relationship between talent management and IT firms' capacity to retain millennial workers. For a given study to produce correct results, research methodology is crucial. Research involves reframing the issues, developing ideas and hypotheses, sorting and evaluating the data, reaching conclusions, and testing the findings to determine whether or not they are appropriate for the study. The study's goal is to demonstrate how employee job retention in the IT sector of the Delhi NCR Region is influenced by employee engagement,

career development, competency mapping, and performance management Data analysis and the research process are covered in this chapter.

Following the research design phase comes data collecting, sampling, and equipment development.

The next step is to take measurements, process the data, and analyse the results.

3.1.1 METHODS OF RESEARCH

Research is the overall plan for the study, and research designs show how the data must be collected (Zikmund, 2003).

This outlines the research kind, the variables to be used, hypotheses, data gathering strategies, and data analysis methods (Jalil, 2013). Additionally, research design aids in determining the solutions to research problems

3.1.2 STATISTICAL RESEARCH

Methods of quantitative research are being used in this investigation. To comprehend the models through empirical research and computational methods, quantitative methods are extremely effective (Zikmund, Babin, Carr, & Griffin, 2013). The creation and use of numerical models, theories, and hypotheses relevant to the subject is the goal of quantitative research. Quantitative information also refers to numbers or statistics of any information, such as rates, percentages, etc. Various survey methods, such as internet surveys, paper surveys, and mobile surveys, are included in quantitative methodologies. Longitudinal investigations, systematic observations, and in-person polls. The research also makes use of a questionnaire that participants fill out on their own time. As stated by Zikmund, Babin, Carr, and Gryphon (2013), it is filled out entirely by the respondents and not by the researcher. Brief surveys and interviews are likely to be used with the respondents. Therefore, the questionnaire needs to be created in a way that encourages responders to fill it out and provide genuine responses. People are more likely to provide their names and other identifying information (Creswell, 2013) while using this strategy.

3.1.3 CONSIDERATION OF CAUSE AND EFFECT

For this study, a casual research approach is used. This study is useful in demonstrating the causal connection between two variables. This study illustrates the link between causes and effects in two distinct circumstances. Testing the cause and effect of the research is the goal of causal research. This research was conducted by Griffin (2013) and Zikmund, Babin, Carr, and Griffin (2013) to determine the impact of talent management on the retention of Generation X and Generation Y workers in the Indian IT industry. A data gathering approach is used to get the information for the study. The answer to the hypothesis and research question will be found in the information that is gathered. If the data are wrong, so will be the results. As a result, incomplete data collection will produce inaccurate conclusions or, in the worst case scenario, damage the entire research project. There are two ways to get information: through primary data and through secondary data. This study will only look at new information.

3.1.4 BASIC INFO

For the purposes of a study, "primary data" means information collected by the researcher themselves, either directly from a source or independently. Relevant information for the study is gathered through primary sources. In addition, the study's questionnaire should be designed in such a way as to provide informative data. For this study, self-administrated is being used. To gather the qualitative data, the researcher would distribute structured questionnaires to respondents from a sizable target group. This will enable the researcher to concentrate on a narrow area of study and maintain tight control over the collection of data. Ten businesses were chosen as the mediators for the questionnaire's explanation and distribution to the specific respondents based on the IT sector's turnover.

3.1.5 SAMPLING DESIGN

Choosing the appropriate item or person to represent the entire population is known as sampling (Sekaran & Bougie, 2012). Additionally, it is a method of extracting information from the entire population via a select few people and things (Zikmund, 2003). It will make the outcomes easier to understand and easier to produce. Sampling design consists of five steps: Choosing a sampling frame, choosing a sampling method, figuring out the size of the sample, and carrying out the sampling procedure are all parts of the sampling procedure. By doing

these things, the target group could be found and asked to take part in the survey. A researcher must pay great attention to choosing the appropriate study methodology. According to the topic, Most of the people in India work for IT companies, but the researcher had to use a certain method to get good results from the study because of time and money constraints. In the section on managing talent, there is more information about how the respondents were chosen. The people who answered the survey for the study were chosen based on two factors: first, they had to work for an IT company, and second, they had to be managers or senior executives. Senior Manager, Executive Manager, Project Manager, Cluster Manager, Operations Manager, Administration Manager, Executive, Client Support Manager, and Executive Manager are the individuals with the designations/positions for this research under the head of Managers.

The following have been taken into consideration while working under Senior Executives: Desktop Engineers, Sr. Support Consultants, Associate SQA Engineers, Software Developers, Systems Engineers, Network Engineers, Web Developers, Operations Executives, Software Engineers, SAP/ORACLE experts, Language Programmers, and Technical Analysts, among others. According to the theme of the research, samples must be taken from the entire population of Indian IT professionals. The situation researcher used the following method because the work was so hard. Covering the whole Indian IT sector, there are four taken zones. According to judgement sample, the IT businesses have selected the following zones in each zone Kolkata is in the east, Chennai is in the south, and Mumbai is in the west. North Zone: Delhi. Data was gathered from all four zones, although it was discovered that the majority of company branches were in the Delhi and NCR region. There were many IT businesses in each zone as the researcher moved closer the regions they had chosen. From each zone in India, 10 IT companies in total were chosen for the study. Researchers have to create groups of IT companies in these businesses. 10 IT companies have been divided into 3 groups in total. The turnover served as the basis for group organization. These IT companies had been split into three categories with the aid of groups: top level businesses, middle level businesses, and lower level businesses. It was exceedingly difficult to determine the status of enterprises based solely on turnover. because after extensive research, no conclusive answer has been uncovered.

IT professionals and specialists recommended grouping the companies according to turnover to increase accuracy, and this particular group of organisations was ultimately determined to be suitable. The researcher assumes that the turnover of top-tier businesses is over 5,00 billion, that of middle-tier businesses is between 1,00 billion and 5,00 billion, and that of lower-tier businesses is below 1,00 billion. From each category, IT businesses were chosen, which were determined based on the companies' turnover, and from each company, 36–40 respondents were picked for the study.

List of Business Identified for Data Collection

The following businesses were chosen for the collection of the data shown in the table based on the aforementioned sampling frame:

Table 3.1 Top 10 selected companies

S.no	Name of the Companies	Turnover	Group
1	TCS	81,809.5	TOP LEVEL
2	Infosys	32110.3	
3	HCL Technologies	31,200.3	
4	Wipro Limited	43,763.4	
5	Redington India Ltd	15262.58	MIDDLE LEVEL
6	Tech Mahindra Ltd	5454.2	
7	Larsen & Toubro InfoTech Ltd	4731.10	
8	Mphasis Ltd	1110.3	LOWER LEVEL
9	Mindtree Ltd	1652.4	
10	Hexaware Technologies Ltd	1794.03	

501 people have been taken from each of the 10 IT companies. The sample size was worked out with the help of the Z-score, the standard deviation, and the confidence interval.

The sample size was worked out with the help of the Z-score, the confidence interval, and the standard deviation.

Minimum Sample Size = (Z-score) the amount of error = $2 * Std. Dev * (1 - StdDev)^2$

The most common levels of certainty are represented by the following z-scores: 90% The Z-score is 1.645 (95%) and 1.96 (99%). The z-score is 2.3262.

The following is the equation:

$$((1.96)^2 \times .5(.5)) / (.045) (.045)$$

2 (3.8416 times.25)/.002025/.9604/.0020 480.20 required 481 responses.

A total of 545 questionnaires were handed out to gather the required number of responders, and 501 of those were returned with all required information. Employees from ten valued IT organizations served as the respondents. Each company has completed the questionnaire. An IT professional-specific structured questionnaire was used to gather the data. Several items, including those about competency mapping, performance management, employee engagement, There were questions about employee retention and career development, employee engagement and performance management in the questionnaire.. The following stages involved the development and testing of the questionnaire: -

- Complete using the literature review as a guide.
- A pilot study
- Finalizing the questionnaire
- Validity and dependability analysis

The final structured questionnaire uses a Likert scale that goes from 1 to 5, with 1 meaning "strongly dissatisfied" and 5 "strongly satisfied." It also has closed-ended questions about competence mapping, employee engagement, career development, and retention.

3.1.6 SPECIFIED POPULATION

The term "target population" is used to describe the intended sample size of a research project (Sekaran & Bougie, 2012). The research will analyse how retaining employees and managing talent has impacted India's IT industry. India's largest IT trade group, the National Association of Software and Services Companies (Nascom), forecasts strong growth for the industry. India is a significant source of goods and services for the surrounding US\$ 127–134 billion IT business. In this industry, 12 million people are hired. This industry's main focus is on

transforming India's image as an international economy and bringing about reforms in the national economy. India's supply of IT sectors is around 3-5 times lower than that of the USA due to cost rivalry. The software business is also growing in India's education sector, especially in engineering and computer science. The Business Process Management (BPM), Engineering Services, Software, and Hardware Products segments comprise the Indian IT sector. The service sector makes up the majority of the nation's GDP, or approximately 50%, and it will have an impact on the country if we choose the IT sector. The study's target respondents are the employees of IT organisations in the Delhi-National Capital Region. According to the 2016 World Population Review report, there are 1.76 million people living in a 96 square kilometre area. Therefore, for the study, respondents from the Indian IT sector were used. However, talent management is the main emphasis of this study, and the individuals working in the Indian IT sector are the main target population. There are other factors that can influence an organization's intention to retain personnel as well. The employees of Larsen & Toubro InfoTech Ltd, TCS, Infosys, Wipro, HCL Technology, Mindtree Ltd, and Hexaware Redington pvt ltd., Tech Mahindra Ltd, Mphasis Ltd. are the research's target demographic. Dependent on the turnover, which. The employees of the five IT companies chosen for the research received a total of 545 questionnaires. The study's focus is on employee retention in the IT industry, and it is aware of the connections between competency mapping, employee engagement, performance management, and career development. The focus of this research is on the information technology industry, where the impact of talent management on keeping Millennial and Gen X workers can be measured. An awareness of talent management's impact is critical for retaining IT professionals and ensuring their continued high performance and productivity.

3.1.7 SIZE OF SAMPLE

501 respondents from Indian IT sector organisations make up the study's sample. 545 employees make up the targeted respondents. A 95% confident sample of the target population was chosen at random. The Central Limit Theorem says that the recommended sample size for a study is 50 or more (Bougie, 2010 & Sekaran).

3.1.8 SELECTION CRITERIA

Given the size of the population we're trying to sample from, complete coverage is unlikely. This necessitates using a relatively small sample to represent the entire population. This means that any worker who is in some way relevant to the study will be selected at random.

3.1.9 METHODS OF SAMPLING

The two most common approaches to sampling are probability sampling and non-probability sampling (Sekaran & Bougie, 2010). In probability sampling, each possible sample has the same chance of being chosen. In "non-probability sampling," the researcher makes the selections for the sample at their own discretion. This method largely relies on the researcher's own observations and expertise. The selection of the sample in probability sampling is based on randomness. Additionally, there is no true mechanism for assessing probability in non-probability sampling. Additionally, there is no assurance that each sample will be chosen (Sekaran & Bougie, 2010).

Non-probability sampling is also more useful when the researcher wishes to draw conclusions and come up with ideas. It is also less expensive and more convenient. Due to a lack of time, the researcher did not use random sampling for the study. In non-probability sampling, convenience sampling is used because it focuses on getting information from the study's target population that is easy to reach. The study used convenience sampling, which makes it easy to collect respondents from areas where the researcher often finds them. The study's target respondents are 545 respondents from India's top 10 IT businesses ranked by turnover.

3.1.10 RESEARCH TOOLS

The research tool for this study is a structured questionnaire. The respondents receive the questionnaire via Google form. The vast sample can be used to acquire data using this strategy. Additionally, this strategy makes it simple to contact responders and is both time and cost effective (Russell, 2010). This technique enables the collection of data needed to address research concerns (Neuman, 2006). As a result, it is extremely crucial for the respondents to provide accurate responses because doing so ensures the study's validity and reliability.

3.1.10 VALIDITY FOR THE QUESTIONNAIRE

The process of creating a questionnaire includes an evaluation of its validity. Researchers stress the importance of using a reliable research tool since it guarantees reliable findings. Malhotra (2007), Hair et al. (2008), and Dash (2011). The validity of a scale is determined by testing how well it corresponds to the underlying notion (Hair et al., 2008). First, validity assessment ensures the scale is theoretically valid, then it ensures the scale is unidimensional, and finally it ensures the scale is reliable (Hair et al., 2008). Assessments of the questionnaire's external, internal, and concept validity were made in the present study.

a) CONTENT VALIDITY

Subjective assessments of the content of the scale used to evaluate the study constructs constitute what is known as content validity. Items pertaining to the various components of a questionnaire are derived from the relevant extant literature and debated with subject experts (Stratman and Roth, 2002; Shin et al., 2000), which contributes to the questionnaire's content validity (Stratman and Roth, 2002). Given that it is qualitative in nature and cannot be evaluated statistically, researchers must rely on their own intuition (Cooper & Schindler, 2006). Prior to further scale refinement or validation, content validity testing is required (Anderson & Gerbing, 1988).

The present investigation verified the scale's content validity. The researcher collaborated with academics and other researchers to ensure that the scale encompassed all relevant aspects of the investigation. The appropriateness of the scale items is also determined with the assistance of other researchers and academics. Researchers have finalised the scale items with input from cross-cultural management specialists, academics, and co-researchers. The questionnaire was given to specialists for review, and changes were made in light of their comments. The researcher has gone to such lengths to ensure the reliability and validity of the questionnaire in an effort to attract the largest possible sample.

b) EXTERNAL VERACITY

The face validity of a scale is a measure of how well a questionnaire performs in its intended measurement task. The current study followed the procedure outlined by Ahmad and Schroeder (2003), wherein the researchers asked three to four experts in the field to provide questionnaire items, compared their suggestions to the draught questionnaire, and made any necessary adjustments. The questionnaire was then reviewed by a second set of researchers who were asked to make educated guesses as to the variables it was meant to assess. In this way, we were able to ensure face validity by soliciting feedback from subject matter experts and drawing on prior research in the field.

c) VALIDITY OF THE CONSTRUCT

Convergent validity, discriminant validity, and nomological validity were used to assess the scale's construct validity (Hair et al., 2010). A test or scale's validity refers to the extent to which it actually measures the target construct. First, there's convergent validity, which looks at how well various measures of the same construct correlate with one another (Hair et al., 2010). The significant correlation between the two measures is indicative of the scale's strong convergent validity. To determine whether or not a scale has a correlation with other measures, a convergent validity analysis was conducted.

Discriminant validity is a measure of whether or not the scale is sufficiently different from other measures of the same or related concepts. Third, nomological validity looks at whether or not the scale is correctly predicting the same relationship as was demonstrated theoretically. The chapter on data analysis and interpretation explains in detail how the construct validity assumptions of convergent validity and discriminant validity were met.

3.1.11 HISTORY OF BUILDINGS

The surveys used in this study were modified from those used by other researchers, such as, Chaudhury S. K., (2012) Waithiengi Kibui, A. (2015), Pradhan, S. K, and Mobley, Hollingsworth (1978) & Horner, In the table below, all of the questions for each variable were listed: Many diverse sets of questions from various studies are combined to form questionnaires. The survey questions were derived from a study conducted by Waithiengi

Kibui, A. (2015), which examined the impact of talent management on employee retention in Kenya's state companies. While the questions about performance management were taken directly from a study on the impact of performance management on employee retention at OCL India Ltd. by Pradhan, S. K., and Chaudhury, S. K. (2012). Finally, questions regarding employee retention were rephrased using measures developed by Mobley, Horner, and Hollingsworth (1978).

It's easy to look at the information from questionnaires. With the help of the SPSS programme, you can enter data and do statistics. In other words, a good questionnaire makes sure that none of the answers are vague. So, the questions on the questionnaire need to be clear, short, and easy to understand to encourage people to give the best answers they can.

3.1.12 THE FORMAT OF THE SURVEY

When choosing and making a measurement scale, there are a number of factors that affect how accurate and reliable the data is. There are different kinds of measurement scales, such as the ordinal scale, nominal scale, the interval scale, and ratio scale. This study uses a nominal scale, an ordinal scale, and a ratio scale. Sections A and B make up the two sections of the questionnaire. Section A collects information about the person's gender, age, race, education level, and length of time on the job, among other things. In this part, you can find out about the respondent's background.

The information for the dependent variable (employee retention) and the independent variables (competency mapping, employee engagement, performance management, and career development) will be collected in Section B. Five things In this study, responses are measured using a five-point Likert scale that goes from "strongly disagree" to "strongly agree." The degrees are given based on how much they agree or disagree with each question. Most survey studies use Likert scales as the main way to collect data (Losby and Wetmore 2012). It is a psychological scale that can be used to answer survey questions. It is used in research studies. This is a very helpful resource for questions like these that need a summary and overall evaluation of a study (Losby & Wetmore, 2012).

3.2 PILOT STUDY

A pilot research is used to test the hypothesis before the main investigation (Pilot, Beck, & Hungler, 2001). Pilot studies allow for the testing of survey instruments, the identification of survey instrument flaws, and the validation of research protocols and suggested methodologies (Baker, 1994).

According to Pilot et al. (2001), a pilot study is conducted on a modest scale, with 10% to 20% of the research's sample size (i.e., the number of respondents) participating (Baker, 1994). 50 randomly selected participants in this study's pilot test are given questionnaires, and they have 10 days to respond with their findings. Then, using SPSS software, the statistics or data can be tested. Before the actual study is looked at, the reliability value in the pilot study would be greater than 0.70, which is considered to be good reliability. Additionally, several of the questions submitted were left unanswered; therefore some changes were made by redesigning the questionnaire's presentation format. Google form was uploaded for the respondents after being redone, and the respondents then returned the Google form.

3.2.1 BUILD A SCALE

For the purpose of this study, the researcher employed a questionnaire to collect data from participants. According to Zikmund (2003), different types of information are gathered and sent to the proper measurement using the nominal, ordinal, interval, and ratio measurement scale types.

3.2.2 NORMATIVE SCALE

The variables are named using nominal scales. The quantitative value is not included. It deals with qualities that are not numerical. Ordinal scale is used to describe non-numerical concepts like happiness and fulfillment. Section 1 of the questionnaire for this study collects the demographic information from the respondents. Both nominal and ordinal scales must be used to divide respondents into groups according to characteristics such as gender, age, race, organisation, and level of education.

3.2.3 DIMENSIONS OF THE SECOND ORDINAL

Section A of this study uses an ordinal scale to collect information on the respondents' demographics. It is used to compile information on the respondent's age and level of experience.

3.2.4 COMPARITIVE MEASUREMENT USING A LIKERT SCALE

The interval scale used for section B of this study's measurement is the five-likert scale. A five-point Likert scale with the values 1 denoting "strongly disagree," 2 denoting "disagree," 3 denoting "neutral," 4 denoting "agree," and 5 denoting "strongly agree" is used by the respondent to express their opinions.

3.2.5 PROCESSING OF DATA

Data processing refers to the steps taken to collect data and present it in a usable fashion. The researcher needs to make sure that the questionnaires she receives from respondents are completely filled out so that she can enter the information into the programme without making any mistakes. Therefore, the researcher must manually check each response to ensure that all mandatory fields were filled out.

3.2.6 DATA ANALYSIS

The analytical method is calculated using the "statistical package for the social science" statistical programme, which also serves to organise, gather, deploy, and report data. The study's data will be analysed using SPSS software. Numerous studies, such as multiple regression analysis, reliability analysis, and descriptive analysis, are carried out by this software.

3.2.7 DETAILED EVALUATION

The fundamental aspects of the investigation are described using descriptive analysis. It delivers clear knowledge of the measurements in a meaningful way and offers straightforward descriptions about the sample. Descriptive statistics explain the nature of the data and what it reveals. Also included are percentages, frequency distributions, and averages of the demographic information provided by the respondents, along with all quantitative analyses of data that are presented graphically.

3.2.8 ANALYZING DEPENDABILITY

With the aid of reliability analysis, it is feasible to investigate the properties of measuring scales. It is frequently used to assess scale dependability and provides details on the connections between specific scale elements. If the measurement is done several times, reliability demonstrates the scale delivers trustworthy findings (Griffin, 2010 & Zikmund, Babin, Carr, & Griffin, 2010). Reliability analysis is the name given to this study. The reliability can be managed by adjusting the scales' proportion of systematic variety. Therefore, it is feasible given the respondents' scores. If the reliability analysis is strong, the results are dependable since they are consistent.

Cronbach's alpha is the most popular dependability indicator. According to Zikmund (2003), the cronbach alpha test is the most often used method for assessing a likert scale's dependability. This approach is used when the likert scale is being used for the investigation.

Table 3.2 Cronbach's Alpha Formula

Value of the alpha coefficient	Consistency
0.8 < 0.9	Higher Excellent dependability
0.7 to < 0.8	decent
0.6 to < 0.7	Fairly reliable
Below 0.6	poor consistency

Source: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods (8th ed.). New York: South-Western/Cengage Learning.

3.2.9 ANALYSIS OF PEARSON CORRELATION

The correlation approach is used to establish a link between two variables. The purpose of this research is to identify any possible connections between the variables. This study's dependent variable is employee retention, and the independent variables are competence mapping,

employee engagement, performance management, and career development. Pearson's correlation coefficient is used to evaluate the quality of the relationship between the variables.

Values for the Pearson correlation coefficient might be between +1 and -1. If both variables have a value of 0, then there is no correlation between them. As of 2003 (Hinkle & Wiersma, Jurs). If the value is larger than zero, then the correlation is positive, and if it is less than zero, then the correlation is negative.

Table 3.3 Pearson correlation measurement

A General Guide to Determining the Size of a Correlation Coefficient Size	Explanation
0.90 to 1.00 (- 0.90 to - 1.00) (- 0.90 to - 1.00) (- 0.90 to - 1.00) (- 0.90 to - 1.00) (- 0.90 to - 1.00)	exceptionally high positive (negative) correlation
0.70 to 0.90 (- 0.70 to - 0.90) (- 0.70 to - 0.90) (- 0.70 to - 0.90) (- 0.70 to - 0.90) (- 0.70 to - 0.90)	High correlation, both positive and negative
0.50 to 0.70 (- 0.50 to - 0.70) (- 0.50 to - 0.70) (- 0.50 to - 0.70) (- 0.50 to - 0.70) (- 0.50 to - 0.70)	Low to moderately high correlation
0.30 to 0.50 (- 0.30 to - 0.50) (- 0.30 to - 0.50) (- 0.30 to - 0.50) (- 0.30 to - 0.50) (- 0.30 to - 0.50)	Very little points in one direction (or the other).
0.00 to 0.30 (0.00 to - 0.30) (0.00 to - 0.30) (0.00 to - 0.30) (0.00 to - 0.30) (0.00 to - 0.30)	There is almost no connection between them.

Source: D. E., Wiersma, Hinkle, and Jurs, S. G. (2003). Boston: Houghton Mifflin. *Applied statistics for the behavioural sciences (5th Ed.)*.

3.3 ANALYSIS OF MULTIPLE REGRESSION

Multiple regression analysis is a statistical approach used to study the relationship between one dependent variable and numerous independent factors and to generate predictions about the values of the dependent (Y) based on the effect of the independent variable (X). Both variables have a metric scale with intervals. The dependent variable must be forecasted and explained (Zikmund, 2003). Employee retention is the dependent variable in this study. By collecting data, the researcher will demonstrate the relationship between both the dependent and the

independent. It also allows the researcher to study every independent variable that has a substantial impact on employee retention using a different approach.

3.4 STUDY RESTRICTIONS

The researcher makes every effort to clarify this research after honest efforts and attainable knowledge. But certain uncontrolled restrictions are now in place. Therefore, it is our moral obligation to point out this study's flaws. Two strategies were used in this investigation to gather data. As a result, the researcher finds some drawbacks in both techniques:

1. Secondary Data Collection Restrictions
2. Primary Data Collection Limitations

After applying their best efforts and knowledge, the researcher has made an effort to defend their research. But there were certain uncontrollable constraints that came forth. Because of this, the researcher has a moral obligation to make clear the study's caveats. There are two methods of data gathering used in this research. The researcher noted the following restrictions for both groups.

LIMITATIONS OF PRIMARY DATA

1. Timeliness - The most recent data on talent management and initiatives for Generations X and Y Due to the lack of studies on this particular topic, staff retention, engagement, and recruitment could not be achieved.
2. Specificity of Purpose – It was especially difficult to discern the relationship between Gen X and Gen Y in the IT business because data on personnel management, retention, and engagement of both generations had been published independently in different countries and industries.
3. Relevance: No strong points were discovered during group discussion of the turnover, thus the study's premise was examined based on the discussion with the expert

LIMITATIONS OF PRIMARY DATA

1. Timeframe – Because the IT business is so dynamic, the study was started in 2018, thus new developments and ups and downs are not taken into account exactly.

2. The IT industry relies on information and the occasional manipulation of reality because appropriate data is occasionally withheld. The factors and structured questionnaire, however, provide pertinent and understandable insight into talent management and its relationship to employee retention.
3. Cost- Physically visiting respondents to collect completed questionnaires is highly expensive. Cost has been accrued in monetary and temporal terms above the limit, which was a significant study restriction.
4. There aren't many studies that specifically address the effects of talent management on Generation X and Y in the Indian IT business.

3.5 CONCLUSION

In conclusion, this chapter has covered the methodology for this study in detail. Data will be analysed and maintained using SPSS software when the respondents have fully gathered the questionnaire. The analysis of the research findings will be covered in the following chapter.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Introduction 4.1

This stage involves collecting data from respondents and utilising SPSS software to analyse it. To analyse the study's data, statistical tests such descriptive analysis, reliability testing, and inferential analysis (Pearson Correlation Analysis and Multiple Regression) will be employed.

4.1.1 Rate of Reaction:

501 out of the 545 questionnaires distributed to study participants were returned, resulting in a response rate of 94.6%. On the other hand, only 501 of the 545 surveys were returned. Completely unfinished surveys will not be considered in the analysis and will be ignored.

4.1.2 Detailed Analysis

The 501 respondents' demographic information will be described using descriptive analysis.

Table 4.1 Respondents' Demographic Profile

Attributes	Percentage (per cent)
Identity	
Men	45.1
Female	54.9
Age group	
25-40	48.3
41-56	51.7
Educational level	
Bachelor Degree	42.7
Master's Degree	38.3
Doctorate	19.0
Number of years working	
Between 1-5 years	27.1

Between 5-10 years	28.9
Between 10-15 years	16.6
Between 15-20 years	25.5
	1.8
Working in	
Tata consulting services	33.5
Infosys	33.3
HCL Ltd.	5.6
Wipro Ltd.	6.0
Inc. Redington India	3.6
Technologies Ltd.	5.4
Ltd. Larsen & Toubro InfoTech	3.6
MPhasis Limited	1.8
Mind tree Ltd	3.6
Limited by Hex aware Technologies	3.6
Total Percentage	100
Total Respondents	501

Information on the targeted respondents in the Indian IT sector is provided in Table 4.1. According to Table, out of 501 respondents, the majority (54.9%) of respondents who filled out the questionnaire were women, while 45.1% of respondents were men.

The respondents' age is separated into two groups: those who are 25 to 40 years old (48.3%) and those who are 41 to 56 years old (covering workers) (51.7 per cent).

Table 4.1 further revealed that 43.7% of the survey participants had a bachelor's degree or above in education.

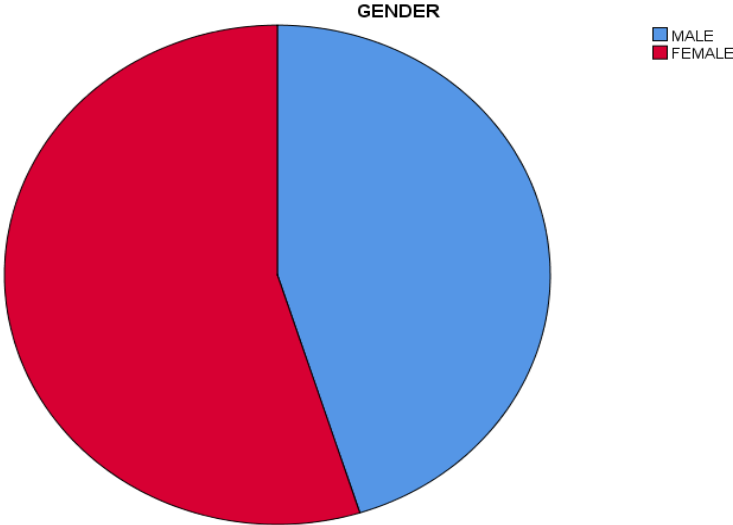
38.3% of respondents in the sample had a master's degree, while 19.0% have a PhD.

Regarding the respondents' employment history, the majority (27.1%) had between one - five years of experience, followed by those with between five and ten years (28.9%) and between

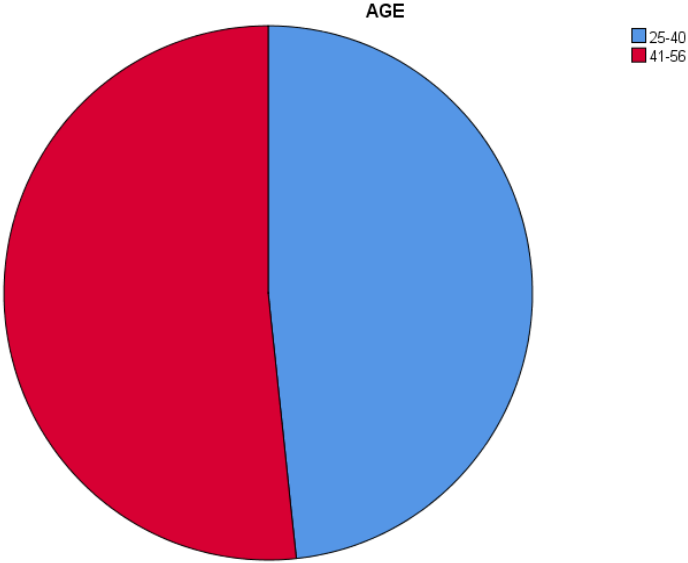
ten and fifteen years (10.1%). sixteen percent. Twenty-five to twenty-five year respondents came in second (25.5%) and twenty-five to twenty-five year respondents came in last (25.5%). 1.8 percent.

The majority of respondents were from TCS (Tata Consultancy Services), according to table 4.1. (33.5 per cent) HCL Technologies respondents made up 5.6% of the total, compared to 33.3% for Infosys. As for Wipro Limited (6.0 per cent). Redington India Ltd. (3.6%) will come next. (5.4%) and Larsen & Tourbon Info Tech ltd. responses were from Tech Mahindra ltd (3.6 per cent). Respondents in Mphasis Ltd. (1.8 per cent) Responses from Hexaware Technologies ltd. and Mindtree ltd. were each 3.6%. (3.6 per cent).

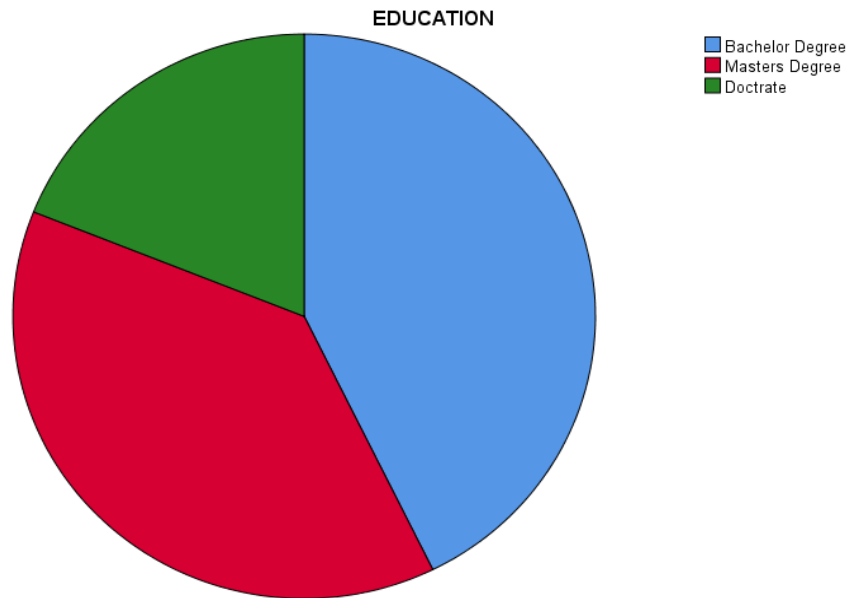
GENDER					
		Frequency range	%	Valid %	Cumulative %
Valid	MALE	226	45.1	45.1	45.1
	FEMALE	275	54.9	54.9	100.0
	Total	501	100.0	100.0	



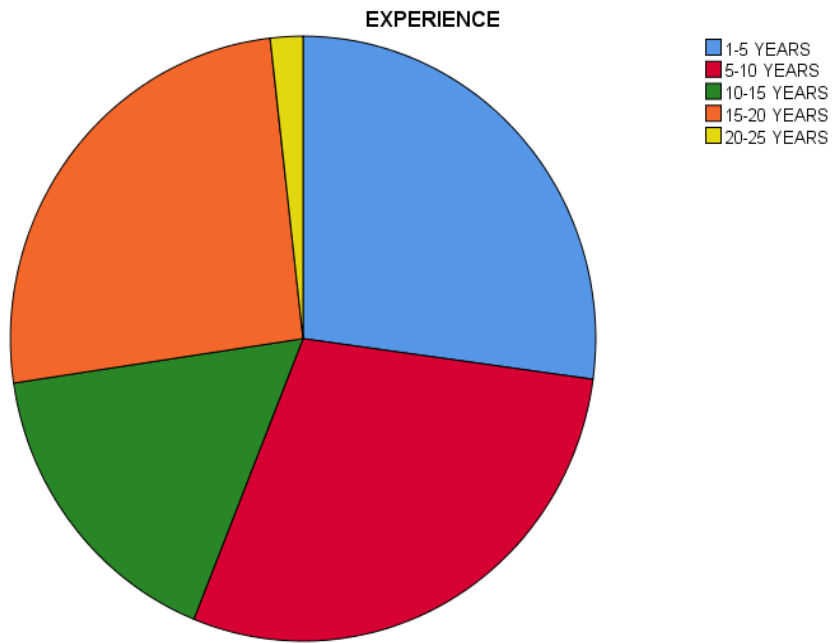
AGE					
		frequency range	%	Valid %	Cumulative %
Valid	25-40	242	48.3	48.3	48.3
	41-56	259	51.7	51.7	100.0
	Total	501	100.0	100.0	



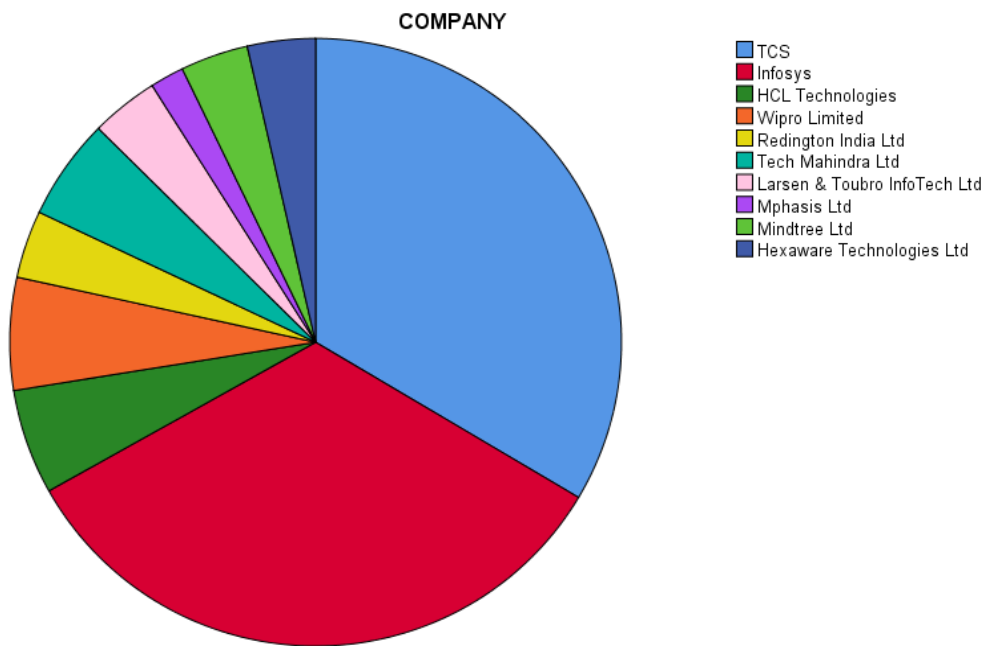
EDUCATION					
		frequency range	%	Valid %	Cumulative %
Valid	Bachelor Degree	214	42.7	42.7	42.7
	Master's Degree	192	38.3	38.3	81.0
	Doctorate	95	19.0	19.0	100.0
	Total	501	100.0	100.0	



EXPERIENCE					
		frequency range	%	Valid %	Cumulative %
Valid	1-5 Experience	136	27.1	27.1	27.1
	5-10 Experience	145	28.9	28.9	56.1
	10-15 Experience	83	16.6	16.6	72.7
	15-20 Experience	128	25.5	25.5	98.2
	20-25 Experience	9	1.8	1.8	100.0
	Total	501	100.0	100.0	



COMPANY					
		frequency range	%	Valid %	Cumulative %
Valid	TCS	168	33.5	33.5	33.5
	Infosys	167	33.3	33.3	66.9
	HCL Technologies	28	5.6	5.6	72.5
	Wipro Limited	30	6.0	6.0	78.4
	Redington India Ltd	18	3.6	3.6	82.0
	Tech Mahindra Ltd	27	5.4	5.4	87.4
	Larsen & Toubro InfoTech Ltd	18	3.6	3.6	91.0
	Mphasis Ltd	9	1.8	1.8	92.8
	Mindtree Ltd	18	3.6	3.6	96.4
	Hexaware Technologies Ltd	18	3.6	3.6	100.0
	Total	501	100.0	100.0	



4.2 RELIABILITY OF INSTRUMENT

Cronbach's alpha is used to confirm that the results of the reliability study are stable. According to George and Mallery (2003), the Cronbach's alpha can be used to show a range from 0 to 1 in a study. If the Cronbach alpha coefficient is 1, the items have high internal consistency. Most researchers, according to Hair et al. (2003), require an alpha of 0.7 or above. This depends on the study's aims; if the value is lower, it may still be fine. The results of the reliability tests for each variable are listed below.

Table 4.2: Validity Analysis Outcomes

Variables of the study	Structure	Quantity of items	Cronbach's Alpha Results
Dependent Variable	Retention Employees	5	.840
Independent Variables	Competency Mapping	11	.866
	Employee Engagement	11	.855
	Performance Management	8	.945
	Career Development	11	.723

According to Table 6, all variables have reliable data because their Cronbach's alpha values are at least 0.7. To rephrase, the study's internal consistency reliability demonstrated that each variable was satisfactory. This proves that each of the 52 items used to gauge the dependent and independent variables is reliable and valid.

Reliability Analysis Using Cronbach's Alpha:-

Conducting a Competency Analysis

Statistics on Dependability	
Cronbach's Alpha value	Count of Items
.866	11

Quantitative summaries of individual items				
	Mean of the Scale if a Piece is Removed	Change in Scale Due to Removed Object	Corrected Item-Total Correlation	Deleted Item Cronbach's Alpha
The organization encourages you to constant developing your	31.8104	71.682	.411	.865
The organization always emphasize the importance of different	31.8423	69.269	.541	.856
The organization always assess your performance on individual	30.7465	71.670	.592	.854
Alignment of your competencies and job description help in	31.4491	69.128	.577	.854
Tasks/Assignments in your department are distributed based on	31.2295	64.381	.445	.876
The HR department frequently undertakes gap analysis to guide	31.0040	69.088	.625	.851
The organization regularly undertakes competency mapping to	31.0299	67.761	.685	.846
The organization have competency gap analysis to help identify	31.0080	68.720	.648	.849
You are always being encourage to undertake self-development	31.0758	69.262	.648	.850
All employees in your department are granted the opportunity to	30.9441	67.785	.632	.850
In your opinion do you think competency assessment of staff in your organization increases	31.1337	69.248	.629	.851

Employee Engagement

Statistics on Dependability	
Cronbach's Alpha	Count of Items
.855	11

Quantitative summaries of individual items				
	Mean of the Scale if a Piece is Removed	Change in Scale Due to Removed Object	Corrected Item-Total Correlation	Deleted Item Cronbach's Alpha
You are aware the expectation the leader/organization have on	30.7385	52.529	.593	.838
Important decisions in the department are always made by your	30.7445	52.055	.606	.837
All supervisors in this your organization have a good relationship with staff	30.5908	52.774	.584	.839
Your good performance are always being recognize by the department	30.7844	51.701	.624	.836
You are never consult on important matters before implementing	31.6387	54.971	.371	.858
You always get updates about organizational issues through	30.6966	51.164	.691	.830
You are always motivated through encouragement and	30.7046	50.965	.660	.833
You are given the opportunity to handle tasks and	30.5749	49.821	.704	.828
You rarely get opportunities to share information and new ideas	30.5549	50.715	.727	.828
On-going and constructive feedback on your performance are	30.5250	53.122	.697	.833
In your opinion, do you think staff involvement in decision making in your organization	32.5669	70.014	-.758	.889

Career Development:

Statistics on Dependability	
Cronbach's Alpha value	Count of Items
.723	11

Item-Total Statistics				
	Mean of the Scale if a Piece is Removed	Change in Scale Due to Removed Object	Corrected Item-Total Correlation	Deleted Item Cronbach's Alpha
The organization always plans on your career development	30.1038	31.921	.477	.687
Leader/ Manager frequently mentor you to grow professionally	30.1976	33.819	.359	.705
Your career development benefits are	30.0559	31.189	.516	.680
Your career development programs offered are linked to your	30.0379	34.289	.367	.704
Every effort is made to use skills or create capacity	30.4571	32.133	.417	.696
In the organization, progress and career development policy is	29.9601	31.842	.492	.684
The organization has in-house development programmes to	30.2914	32.107	.414	.697
The organization has an employee development strategy which	30.1337	32.728	.387	.701
The organization has provision of career mentors	30.1477	32.710	.521	.684
In your opinion, is lack of adequate career development opportunities by your organization	31.8164	44.206	-.755	.777
In your opinion do you think career development opportunities offered by your organization	30.9301	32.265	.405	.698

Employee Retention:

Reliability Statistics	
Cronbach's Alpha	Count of Items
.840	5

Item-Total Statistics				
	Mean of the Scale if a Piece is Removed	Change in Scale Due to Removed Object	Corrected Item-Total Correlation	Deleted Item Cronbach's Alpha
You think a lot about leaving organization	13.3872	16.038	.544	.837
You actively searching for an alternative to the organization	13.0339	15.581	.708	.791
As soon as it is possible, you will leave the organization	12.9820	16.242	.625	.813
If you had another job offer that paid the same you will leave	13.1397	15.372	.738	.783
You will likely leave the organization within 12 months?	13.5250	15.582	.623	.814

4.2.1 ANALYSING CORRELATIONS USING PEARSONS METHOD

The correlation matrix was employed by the researcher to determine the pattern of linkages. his correlation matrix's goal is to confirm that all the variables are related to one another. The following table shows the general guidelines about correlation coefficient. If the coefficient correlation is larger than 0.9, the researcher should be aware of the multicollinearity problem by looking at the correlation coefficients.

Table 4.3 Result Analysis of Pearson Correlation Test:

		Correlations				
		Competency Mapping	Employee Engagement	Performance Management	Career Development	Employee retention
CM	Pearson Correlation	1				
	Sig. (2-tailed)					
	N					
EE	Pearson Correlation	.129**	1			
	Sig. (2-tailed)	.004				
	N					
PM	Pearson Correlation	.267**	.057	1		
	Sig. (2-tailed)	.000	.205			
	N					
CD	Pearson Correlation	-.018	.016	.006	1	
	Sig. (2-tailed)	.694	.716	.894		
	N					
ER	Pearson Correlation	.092*	.082	.117**	.136**	1
	Sig. (2-tailed)	.040	.066	.009	.002	
	N					
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Based on the given correlation matrix, here is the interpretation of the data:

1. Competency Mapping (CM) and Employee Engagement (EE):
 - As measured by a Pearson correlation coefficient of 0.129, there is a positive relationship between Competency Mapping and Employee Engagement.
 - The correlation is statistically significant at the 0.01 level (2-tailed), as the p-value is 0.004.
 - This implies a weak positive correlation between Competency Mapping and Employee Engagement, meaning that as the former rises, the latter should as well.

2. Competency Mapping (CM) and Performance Management (PM):
 - There is a positive correlation between Competency Mapping and Performance Management, with a Pearson correlation coefficient of 0.267.
 - A p-value of 0.000 indicates that the correlation is significant at the 0.01 level (2-tailed).
 - This indicates a moderate positive relationship between Competency Mapping and Performance Management, suggesting that as Competency Mapping increases, Performance Management tends to increase as well.

3. Competency Mapping (CM) and Career Development (CD):
 - A Pearson correlation coefficient of -0.018 indicates a very modest negative relationship between Competency Mapping and Career Development.
 - The p-value for this correlation is 0.694, which means that it is not statistically significant.
 - This shows that Competency Mapping and Professional Growth have no substantial connection.

4. Employee Engagement (EE) and Performance Management (PM):
 - With a Pearson correlation coefficient of 0.057, we can say that Employee Engagement is positively correlated with Performance Management.
 - The p-value of 0.205 indicates that the association is not significant.
 - That there is no strong connection between Employee Engagement and Performance Management is implied.

5. Employee Engagement (EE) and Career Development (CD):
 - There is a weak positive correlation between Employee Engagement and Career Development, with a Pearson correlation coefficient of 0.016.
 - The correlation is not statistically significant, as the p-value is 0.716.
 - This suggests that there is no significant relationship between Employee Engagement and Career Development.

6. Performance Management (PM) and Career Development (CD):
 - There is a very weak positive correlation between Performance Management and Career Development, as indicated by the Pearson correlation coefficient of 0.006.
 - The correlation is not statistically significant, with a p-value of 0.894.
 - This implies that there is no significant relationship between Performance Management and Career Development.

7. Employee Retention (ER) and the Independent Variables:
 - Employee Retention (ER) has weak positive correlations with Competency Mapping, Employee Engagement, Performance Management, and Career Development.
 - The correlations are statistically significant at the 0.05 level (2-tailed) for Competency Mapping (p-value = 0.040) and at the 0.01 level (2-tailed) for Employee Engagement (p-value = 0.066), Performance Management (p-value =
 - This suggests that there are moderate positive correlations between each independent variable and Employee Retention, and that as Competency Mapping, Employee Engagement, Performance Management, and Career Development improve, Employee Retention improves as well.

Overall, the data suggests that Competency Mapping and Employee Engagement have positive relationships with Employee Retention, while Performance Management and Career Development have relatively weaker relationships with Employee Retention.

GEN Y

Table 4.4 Result Analysis of Pearson Correlation Test:

Correlations						
		CM	EE	PM	CD	ER
CM	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	259				
EE	Pearson Correlation	.123 [*]	1			
	Sig. (2-tailed)	.048				
	N	259	259			
PM	Pearson Correlation	.204 ^{**}	-.278 ^{**}	1		
	Sig. (2-tailed)	.001	.000			
	N	259	259	259		
CD	Pearson Correlation	.093	-.189 ^{**}	.207 ^{**}	1	
	Sig. (2-tailed)	.137	.002	.001		
	N	259	259	259	259	
ER	Pearson Correlation	-.101	.061	.116	-.122 [*]	1
	Sig. (2-tailed)	.106	.326	.062	.049	
	N	259	259	259	259	259
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Based on the given correlation matrix for Generation Y (Gen Y), here is the interpretation of the data:

1. Competency Mapping (CM) and Employee Engagement (EE):
 - There is a weak positive correlation between Competency Mapping and Employee Engagement, as indicated by the Pearson correlation coefficient of 0.123.
 - The correlation is statistically significant at the 0.05 level (2-tailed), with a p- value of 0.048.
 - This suggests that there is a weak positive relationship between Competency Mapping and Employee Engagement among Generation Y individuals, implying that as Competency Mapping increases, Employee Engagement tends to increase to some extent.

2. Competency Mapping (CM) and Performance Management (PM):
 - There is a moderate positive correlation between Competency Mapping and Performance Management, with a Pearson correlation coefficient of 0.204.
 - The correlation is statistically significant at the 0.01 level (2-tailed), with a p- value of 0.001.
 - This indicates a moderate positive relationship between Competency Mapping and Performance Management among Generation Y individuals, suggesting that as Competency Mapping increases, Performance Management tends to increase as well.

3. Competency Mapping (CM) and Career Development (CD):
 - There is a weak positive correlation between Competency Mapping and Career Development, with a Pearson correlation coefficient of 0.093.
 - The correlation is not statistically significant, as the p-value is 0.137.
 - This suggests that there is no significant relationship between Competency Mapping and Career Development among Generation Y individuals.

4. Employee Engagement (EE) and Performance Management (PM):
 - There is a strong negative correlation between Employee Engagement and Performance Management, indicated by the Pearson correlation coefficient of - 0.278.
 - The correlation is statistically significant at the 0.01 level (2-tailed), with a p- value of 0.000.
 - This implies a strong negative relationship between Employee Engagement and Performance Management among Generation Y individuals, suggesting that as Employee Engagement increases, Performance Management tends to decrease significantly.

5. Employee Engagement (EE) and Career Development (CD):
 - There is a moderate negative correlation between Employee Engagement and Career Development, with a Pearson correlation coefficient of -0.189.
 - The correlation is statistically significant at the 0.01 level (2-tailed), with a p- value of 0.002.
 - This indicates a moderate negative relationship between Employee Engagement and

Career Development among Generation Y individuals, suggesting that as Employee Engagement increases, Career Development tends to decrease to some extent.

6. Performance Management (PM) and Career Development (CD):

- There is a moderate positive correlation between Performance Management and Career Development, as indicated by the Pearson correlation coefficient of 0.207.
- The correlation is statistically significant at the 0.01 level (2-tailed), with a p-value of 0.001. This data reveals a moderate positive association between Performance Management and Career Development among Millennials and Generation Y. As Performance Management improves, so does Career Development.

7. Employee Retention (ER) and the Independent Variables:

- Employee Retention (ER) has a weak negative correlation with Competency Mapping, a weak positive correlation with Employee Engagement, no significant correlation with Performance Management, and a weak negative correlation with Career Development among Generation Y individuals.
- The correlations are statistically significant at the 0.05 level (2-tailed) for Employee Engagement (p-value = 0.049).
- This suggests that Employee Engagement has a weak positive relationship with Employee Retention, indicating that as Employee Engagement increases, Employee Retention tends to increase to some extent. However, the other independent variables do not show significant relationships with Employee.

4.3 Regression Analysis

Multiple Regression Result

Result of the Generation X hypotheses:

The purpose of the study is to determine how employee retention of Generation X employees is impacted by competence mapping, employee engagement, performance management, and career development.

The following theory was put forth.

Table 4.5 Multiple Regression Result

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	CD, CM, EE, PM ^b	.	Enter
a. Dependent Variable: ER			
b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.175	.161	4.51403
a. Predictors: (Constant), CD, CM, EE, PM				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1024.109	4	256.027	12.565	.000 ^b
	Residual	4829.217	237	20.376		
	Total	5853.326	241			
a. Dependent Variable: ER						
b. Predictors: (Constant), CD, CM, EE, PM						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.400	3.196		.125	.901
	CM	.107	.030	.218	3.562	.000
	EE	-.029	.038	-.051	-.774	.440
	PM	.104	.053	.132	1.976	.049
	CD	.269	.045	.375	5.991	.000
a. Dependent Variable: ER						

H1: Competency Mapping has a major effect in retaining Generation X workers.

H2: Employee engagement has a large effect on the retention of Generation X workers H3: Performance management has a major effect on keeping Gen X workers on the job.

H4: Career Advancement has a Major Effect on Gen X Employee Retention..

Employee Retention (ER) is the dependent variable, and Competency Mapping (CM), Employee Engagement (EE), Performance Management (PM), and Career Development (CD) are the independent factors in the data analysis offered.

1. Model Summary:

- The model's R-squared value is 0.175, indicating that the independent variables (CM, EE, PM, and CD) explain approximately 17.5% of the variance in Employee Retention.
- The adjusted R-squared value is 0.161, which takes into account the number of predictors and sample size.
- The standard error of the estimate is 4.51403, representing the average distance between the actual and predicted values of Employee Retention.

2. ANOVA:

- The ANOVA table shows that the regression model is significant overall ($p < 0.001$), as indicated by the significant F-value of 12.565.
- The sum of squares for the regression (1024.109) and the residual (4829.217) are provided, along with their respective degrees of freedom.
- The total sum of squares is 5853.326, representing the total variability in the dependent variable.

3. Coefficients:

- The coefficients table presents the unstandardized coefficients (B) and standardized coefficients (Beta) for each independent variable.
- The constant term has a coefficient of 0.400, indicating the expected value of Employee Retention when all predictors are zero.
- Among the independent variables:

- Competency Mapping (CM) has a positive and significant standardized coefficient (Beta = 0.218, $p < 0.001$), suggesting that an increase in CM is associated with a higher level of Employee Retention.
- Employee Engagement (EE) has a negative but no significant standardized coefficient (Beta = -0.051, $p = 0.440$), indicating that EE does not have a significant impact on Employee Retention in this model.
- Performance Management (PM) has a positive and marginally significant standardized coefficient (Beta = 0.132, $p = 0.049$), suggesting a weak positive association between PM and Employee Retention.
- Career Development (CD) has the largest positive and significant standardized coefficient (Beta = 0.375, $p < 0.001$), indicating that CD has the strongest positive relationship with Employee Retention among the independent variables. Overall, the regression model suggests that Competency Mapping, Performance Management, and Career Development are important factors influencing Employee Retention, while Employee Engagement does not significantly contribute to the model. The model explains approximately 17.5% of the variance in Employee Retention, and the coefficients indicate the direction and strength of the relationships between the independent variables and the dependent variable.

Hypotheses Explanation:

H1: Competency Mapping has a major effect in retaining Generation X workers.

- The analysis supports this hypothesis, as Competency Mapping (CM) has a significant positive effect on ER among Generation X.

H2: Employee engagement has a large effect on the retention of Generation X workers.

- The analysis does not support this hypothesis, as Employee Engagement (EE) does not have a significant effect on ER for Generation X.

H3: Performance management has a major effect on keeping Generation X workers on the job.

- The analysis provides limited support for this hypothesis, as Performance Management (PM) has a marginally significant positive effect on ER among Generation X.

H4: Career Advancement has a Major Effect on Gen X Employee Retention.

- The analysis supports this hypothesis, as Career Development (CD) has a significant positive effect on ER among Generation X.

Hypotheses Explanation:

H1: Competency Mapping has a major effect in retaining Generation X workers.

- The analysis supports this hypothesis, as Competency Mapping (CM) has a significant positive effect on ER among Generation X.

H2: Employee engagement has a large effect on the retention of Generation X workers.

- The analysis does not support this hypothesis, as Employee Engagement (EE) does not have a significant effect on ER for Generation X.

H3: Performance management has a major effect on keeping Generation X workers on the job.

- The analysis provides limited support for this hypothesis, as Performance Management (PM) has a marginally significant positive effect on ER among Generation X.

H4: Career Advancement has a Major Effect on Gen X Employee Retention.

- The analysis supports this hypothesis, as Career Development (CD) has a significant positive effect on ER among Generation X.

Generation Y:-

Table 4.6 Multiple Regression Result of Gen Y

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	CD, CM, EE, PM ^b	.	Enter
a. Dependent Variable: ER			
b. All requested variables entered.			

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	243.289	4	60.822	4.105	.003 ^b
	Residual	3763.506	254	14.817		
	Total	4006.795	258			
a. Dependent Variable: ER						
b. Predictors: (Constant), CD, CM, EE, PM						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.738	3.059		4.818	.000
	CM	-.072	.032	-.144	-2.264	.024
	EE	.053	.031	.111	1.696	.091
	PM	.121	.039	.203	3.074	.002
	CD	-.090	.043	-.130	-2.066	.040
a. Dependent Variable: ER						

H5 :Competency mapping has a major effect in retaining Millennials.

H6: The level of employee engagement has a major effect on whether or not Generation Y workers stay with a company.

H7: Performance management has a major effect on keeping Millennials on the job.

H8: Employee retention among members of Generation Y is strongly influenced by opportunities for professional growth .

The data analysis provided is a multiple regression analysis specifically for Generation Y (Gen Y), with the dependent variable being Employee Retention (ER) and the independent variables being Competency Mapping (CM), Employee Engagement (EE), Performance Management (PM), and Career Development (CD).

1. Model Summary:

- The regression model for Generation Y explains approximately 6.1% of the variance in Employee Retention, as indicated by the R-squared value of 0.061.
- The model is statistically significant, as evident from the significant F-value of 4.105 ($p = 0.003$).
- The adjusted R-squared value is not provided, so we cannot determine the model's fit after adjusting for the number of predictors and sample size.

2. ANOVA:

- The ANOVA table shows that the regression model is significant overall ($p = 0.003$), as indicated by the significant F-value of 4.105.
- The sum of squares for the regression (243.289) and the residual (3763.506) are provided, along with their respective degrees of freedom.
- The total sum of squares is 4006.795, representing the total variability in the dependent variable.

3. Coefficients:

- The coefficients table presents the unstandardized coefficients (B) and standardized coefficients (Beta) for each independent variable.
- The constant term has a coefficient of 14.738, indicating the expected value of Employee Retention when all predictors are zero.
- Among the independent variables:
 - Competency Mapping (CM) has a negative and significant standardized coefficient (Beta = -0.144, $p = 0.024$), suggesting that an increase in CM is associated with a lower level of Employee Retention among Generation Y individuals.
 - Employee Engagement (EE) has a positive but non-significant standardized coefficient (Beta = 0.111, $p = 0.091$), indicating that EE does not have a significant impact on Employee Retention in this model.
 - Performance Management (PM) has a positive and significant standardized coefficient (Beta = 0.203, $p = 0.002$), suggesting a positive association between PM and Employee Retention.
 - Career Development (CD) has a negative and marginally significant standardized

coefficient (Beta = -0.130, $p = 0.040$), indicating a weak negative relationship between CD and Employee Retention.

Overall, the regression model for Generation Y suggests that Competency Mapping, Performance Management, and Career Development have significant associations with Employee Retention. However, Employee Engagement does not significantly contribute to the model. The coefficients provide information about the direction and strength of these relationships. It should be noted that the model only explains a small portion (6.1%) of the variance in Employee Retention for Generation Y, indicating that there are other factors beyond the included variables that influence Employee Retention in this group.

Based on the provided data analysis and hypotheses, we can interpret the results as follows: H5: Competency mapping has a major effect in retaining Millennial.

- The coefficient for Competency Mapping (CM) is -0.144, and it is statistically significant ($p = 0.024$).
- This indicates that Competency Mapping has a negative and significant impact on Employee Retention (ER) among Generation Y.
- Therefore, the data analysis supports H5, suggesting that Competency Mapping has a major effect in retaining Millennial.

H6: The level of employee engagement has a major effect on whether or not Generation Y workers stay with a company.

- The coefficient for Employee Engagement (EE) is 0.111, but it is not statistically significant ($p = 0.091$).
- This implies that Employee Engagement does not have a significant impact on Employee Retention (ER) among Generation Y.
- Therefore, the data analysis does not support H6, indicating that the level of employee engagement does not have a major effect on whether Generation Y workers stay with a company.

H7: Performance management has a major effect on keeping Millennials on the job.

- The coefficient for Performance Management (PM) is 0.203, and it is statistically significant ($p = 0.002$).
- This suggests that Performance Management has a positive and significant impact on Employee Retention (ER) among Generation Y.
- Thus, the data analysis supports H7, indicating that Performance Management has a major effect on keeping Millennial on the job.

H8: Employee retention among members of Generation Y is strongly influenced by opportunities for professional growth.

- The coefficient for Career Development (CD) is -0.130, and it is marginally significant ($p = 0.040$).
- This implies that Career Development has a weak negative impact on Employee Retention (ER) among Generation Y.
- Therefore, the data analysis provides limited support for H8, suggesting that opportunities for professional growth may have a minor influence on Employee Retention among Generation Y.

In summary, the data analysis supports the hypotheses that Competency Mapping (H5) and Performance Management (H7) have significant effects on Employee Retention among Generation Y. However, it does not support the hypothesis that Employee Engagement (H6) has a major effect, and it provides limited support for the hypothesis regarding opportunities for professional growth (H8).

4.6 CONCLUSION

SPSS was used to evaluate the results presented in this chapter. The results of the analysis of dependent and independent variables were analysed and will be used in the debates and suggestions presented.

CHAPTER 5

DISCUSSION AND CONCLUSION

INDRODUCTION

The results, conclusions, and suggestions drawn from the data analysis are what this chapter's summary is all about. The purpose of this research is to examine the connections between competence mapping, employee engagement, performance management, and career development as they pertain to employee retention in India's IT industry. A total of 501 IT professionals (web developers, programmers, software engineers, data analysts, etc.) in the top 10 industries were surveyed and their opinions were used to analyse and evaluate the relationship. This section will detail the study's findings, provide an explanation of the study's interpretation, highlight any limitations, and offer suggestions for future study.

ANALYSIS USING STATISTICS SUMMARY

5.1.1 IN –DEPTH ANALYSIS

There are more women than men that filled out the survey. Of the total responders, 45.1% are male and 54.9% are female. Over half (51.7% to be exact) of the respondents are middle-aged. Most of those who responded had at least a bachelor's degree. Furthermore, nearly a third of respondents (28.9%) had been active in the group for more than 10 years. The vast majority (33.5%) of respondents had some sort of interaction with TCS in the most recent time frame.

5.1.2 RELIABILITY ANALYSIS

Following the descriptive analysis, the researcher must evaluate the validity of the variables. Every variable was checked using Cronbach's Alpha to ensure its reliability. Researchers agree that an alpha of at least 0.7 is needed to show that all of the variables are reliable, as stated by Hair et al. (2003). After that, all 47 variables will be sent on to inferential analysis. The highest Cronbach's Alpha value (.945) belongs to performance management, followed by competency mapping (.866), employee engagement (.855), employee retention (.840), and career development (.723). The values for all of the variables in this study are more than 0.7, so they can be used in the analysis.

5.1.3 Analysis of Pearson Correlations (Inferential Statistics)

Competence mapping, employee involvement, performance evaluation, and advancement opportunities, as well as staff retention, will all be analysed using Pearson's Correlation. Table 4.4 and 4.5 shows that the dependent variable, Employee Retention, benefits from the presence of all four independent variables: Competency Mapping, Employee Engagement, Performance Management, and Career Development (Hair, Money, Samouel, & Page, 2007). Therefore, these independent factors are positively correlated with the dependent variable of interest (Hair, et al, 2007).

5.1.4 MULTIPLE REGRESSION ANALYSIS

Table 4.4 has a 0.001 probability value (p 0.05). This highlights the significance of the factors in play. Describes the methods used to keep talented employees in the Delhi/NCR area. It's when you reject the null hypothesis and accept the alternative. This indicates how talent management traits are a good descriptor of employee retention Behaviour. With a revised R² of 0.175, we may infer that the factors have an influence equal to about 17.5% of the total variance in employee retention and talent management practises. That is to say, 82.5% of the variation could not be explained, suggesting that there are likely more elements at play in determining employee turnover. Their recommendation is in line with Miller's (1992) standard that R² values of 0.10 or above indicate that an adequate amount of variance has been accounted for by an endogenous concept. Falk and Miller said it's fine to use this study's low adjusted R² because of the study's other strengths. Since R² is exposed to the elements, its value is low.

Based on the regression equation: $Y = -14.738, -.072 \text{ (CM)}, -.053 \text{ (EE)}, -.121 \text{ (PM)}, \text{ and } -.090 \text{ (PM)}$, the researcher has drawn the following statistical conclusion (CD) $Y = \text{CM}$ (Competency Mapping) for Employee Retention Management of Performance (PM) = Employee Engagement (EE) = Professional Growth (PD). The results show that a change of .072 (CM), -.090 (CD), and .121 (PM), .053 (ER) is required to boost employee retention by 1 unit (EE). The results of this study also show that, among the four independent variables examined, performance management and employee engagement are the two that have the highest impact on employee retention.

With competency mapping (-.072) and professional advancement following with standardized betas of 0.203 and 0.111, respectively (-0.090).

5.2 MAIN RESULTS AND DISCUSSIONS

Table 5.1 Hypothesis testing summary Generation X Worker Hypothesis Testing Summary (Table 4.3)

Hypotheses	Values Scored	Decision
<i>H1:1 Competency mapping has been found to increase the likelihood that Generation X workers will stay with the company.</i>	$\beta = .218$ 0.000 ($p < 0.05$).	Supported
<i>H2: Generation X workers' participation in their work has a direct impact on their likelihood of staying with the company.</i>	$\beta = -.051$ 0.440 ($p > 0.05$)	Not Supported
<i>H3: The retention of Generation X workers is correlated with effective performance management:</i>	$\beta = .132$ 0.002 ($p < 0.05$).	Supported
<i>H4: Career advancement and keeping Generation X workers around go hand in hand.</i>	$\beta = .375$ 0.000 ($p < 0.05$).	Supported
Note. Developed for this study		

Table 5.2 Summary of Results on the Hypotheses Testing of Generation Y Employees of (Table 4.4).

Hypotheses	Values Scored	Decision
<i>H5: Competency mapping is related to higher retention rates among millennial workers.</i>	Values Scored $\beta = -$.144 0.024 ($p < 0.05$)	Decision Supported
<i>H6: When Millennial are invested in their work, they are more likely to stay with the company.</i>	$\beta = .111$ 0.091 ($p > 0.05$).	Not Supported
<i>H7: Management focused on improving workers' performance has been shown to increase the likelihood that Generation Y workers will stay with the company</i>	$\beta = .203$ 0.002 ($p < 0.05$)	Supported
<i>H8: Career advancement is correlated with increased employee retention among members of Generation Y.</i>	$\beta = -.130$ 0.040 ($p < 0.05$).	Supported
Note. Developed for this study		

The purpose of this research is to ascertain if higher levels of employee retention in the Indian IT industry are linked to factors such as employee engagement, competence mapping, performance management, and career development. Eight hypotheses are proposed in this research. Results are summarized.

COMPETENCY MAPPING IMPACT ON EMPLOYEE RETENTION

H1: The practice of competency mapping is linked to greater employee loyalty. The results showed a significance level of 0.000 and a path coefficient of 0.218. In this case, H1 was accepted because the probability value was smaller than 0.05.

The results are consistent with those discovered in a study by Nair (2012), which revealed that work satisfaction and job satisfaction lead to higher retention rates. This occurs when a worker acts in a way that they believe will increase their potential in ways that benefit both the company and the worker. When an employee is encouraged to improve his or her talents in order to advance to higher-paying positions, this is an example of extrinsic rewards at work (Vaiman et al., 2008). Results show that competence mapping can help keep good employees around the office.

5.2.1 ENGAGED WORKERS ARE MORE LIKELY TO STAY WITH THE COMPANY

False hypothesis 2: Employee retention is directly correlated with employee engagement.

A p-value of 0.440 was found, and the calculated path coefficient was -.051. The significance level was too high ($p > 0.05$) to support hypothesis (H2). Numerous research, scholars, and publications have found a strong correlation between employee engagement and staff retention. Employee engagement and retention were shown to be at odds in this investigation. Even though there is little association between employee engagement and staff retention, Miller's 2007 research suggests that it has a positive influence. According to Blessing White's (2011) findings, increased employee engagement does not affect employee retention. Workers are highly engaged, but they nevertheless leave for other jobs if they can find them. To what extent employee engagement is related to retention, Bates (2004) explores. He shows how offering workers more opportunities for professional growth keeps them invested in the

company and discourages them from going elsewhere. The results of this study disprove the hypothesis that high levels of employee engagement correlate with high rates of employee retention.

5.2.2 THE CONNECTION BETWEEN PERFORMANCE EVALUATION AND STAFF RETENTION

H3: Performance management and staff retention are positively correlated. The outcome indicates that the p value was 0.002 and the coefficient was.132. Since the p-value was less than 0.05, H3 was supported. The effectiveness of human resource management methods on employee retention was studied by Eric et al. in 2012. This study investigates how the importance of employee empowerment, work design through expectations, training and development, and equity of compensation are taken into account for effective performance management and employee retention.

According to the study's findings, performance management and staff retention are significantly related. According to Thiriku (2013), a study on the factors influencing employee retention shows that poor performance management techniques inside a business will lower the rate of employee retention. This demonstrates that employing effective performance management techniques raises the rate of employee retention.

According to the study's findings, performance management and staff retention are significantly correlated. According to the studies, performance management is important for keeping employees. Additionally, Thiriku's (2013) study on the factors influencing employee retention found that poor performance management techniques within a business will have a negative impact on staff retention. This demonstrated that higher employee retention results from better organisational performance management. The study comes to the conclusion that performance management has a considerable positive impact on staff retention.

5.2.3 THE LINK BETWEEN CAREER ADVANCEMENT AND EMPLOYEE RETENTION ARE POSTIVELY CORRELATED.

H4: Career advancement and employee retention are positively correlated.

The outcome revealed that the p value was 0.000 and the path coefficient was $=.375$. Since the p value was less than 0.05, H4 was supported.

Findings from Chitalu (2011) indicate that one of the most important factors in retaining outstanding individuals is training and career development. Additionally, Waleed (2011) finds in his research that career advancement and employee retention have a beneficial association. The employee gets the impression that the company values their strengths and offers them chances to develop their abilities. Additionally, Nyanjom (2013) demonstrates in his research that the most important element affecting employee retention is career advancement. As a result, the study comes to the conclusion that career development and employee retention are significantly related.

5.2.4 STAFF RETENTION INRELATION TO PERFORMANCE REVEIWS .

H3: There is a beneficial relationship between performance management and employee retention. Based on the results, the p value was 0.002 and the coefficient was $.132$. Since the probability of this happening by chance was less than 0.05, hypothesis 3 was confirmed.

Researchers Eric et al. (2012) looked into how different HRM tactics affected employee loyalty. This study aims to shed light on the connections between employee empowerment, work design based on expectations, learning and development opportunities, and compensation equity, as they pertain to performance management and employee retention.

The results of the study indicate a close relationship between performance management and employee loyalty. Research by Thiriku (2013) on the factors affecting employee retention shows that poor internal performance management practises will lower the retention rate. This exemplifies the value of performance management in boosting employee retention. The findings of the study support the hypothesis that performance management has a significant impact on retaining existing staff.

Studies have shown that effective performance management is crucial for retaining valuable staff members. Poor performance management approaches inside an organisation also have a negative effect on employee retention, as demonstrated in Thiriku's (2013) research on the factors impacting employee retention. This shown that improved performance management inside an organisation leads to greater employee retention. Performance management is found to have a significant favourable effect on employee retention in this study.

5.2.5 HOW A COMPANYS ABILITY TO PROVIDE ITS EMPLOYEES WITH PROFESSIONAL GROWTH OPPOURTUNITIES AFFECTS ITS ABILITY TO KEEP TALENTED PEOPLE ON STAFF.

Employees who have the opportunity to grow in their careers are more likely to remain with the company.

It turned out that the p value was 0.000 and the path coefficient was $=.375$. Because the probability of an event occurring was less than 0.05, hypothesis 4 was accepted.

According to research by Chitalu (2011), education and advancement opportunities are crucial for keeping top talent in an organisation. In addition, Waleed's (2011) investigation reveals a positive correlation between professional development opportunities and employee loyalty. The staff member receives the sense that the organisation recognises their capabilities and is willing to help them grow as professionals. Furthermore, study by Nyanjom (2013) shows that career advancement is the most critical factor determining employee retention. The research concludes that there is a strong connection between investing in employees' professional growth and retaining them in the long run.

5.3 IMPLICATIONS FOR MANAGERS

Employers, particularly those in information technology, should take note of the study's conclusions. According to the findings, competence mapping, performance management, and career development all significantly affect employee retention. The study's conclusions offer strategies for leadership as well as sensible compensation and human resource practises to keep talent in the company. This demonstrates the competitive advantage over the opposition. As a result, the organisation can better support employee growth and development, employee promotions, and retention of bright people to fulfill the company's future needs. This research

also offers some insight into how talent management affects employee retention. Performance management, career development, and competence mapping all have a good and significant link with employee retention, thus the business needs to focus more on these three areas to ensure that people stick around for a long time. Every employee should have access to ongoing chances for learning and growth since doing so will assist the organization's talent improve over time. Through training and development programmes, the person will become more capable, helping the business indirectly by increasing output levels, which will eventually lead to financial success.

5.4 RESTRICTIONS

Participants were hesitant to answer questions honestly for fear that their names might be made public if the study's results were released. This means that the case study sample size is rather modest compared to the total size of the workforce. The goal was to conduct a qualitative survey by means of in-person interviews, but with the present pandemic issue and the lack of available time, it proved challenging to set up the interviews. During this horrible time, everyone was fighting to keep their jobs, therefore private interviews were out of favour.

As the author of this study points out, there are several problems with it. This cross-sectional study only collected data at a single time point. The researchers were unable to monitor the turnover Behaviour of the respondents because the focus of the study was on the respondents' perceptions rather than actions. In addition, people's intentions to quit their jobs are regularly influenced by a variety of variables. Essentially, the focus of this investigation is limited to a snapshot in time's worth of employees' sentiments.

Customer service comprises a wide variety of positions in the banking and finance industry, from those working directly with customers (counter customer server representatives, contact centre customer service agents, sales customer service agents, etc.) to those working behind the scenes. Consequently, talent management and employee retention strategies will vary between departments and roles. Because of this, broad statements regarding the service sector are problematic.

5.4 RECOMMENDED READING LEVEL

The purpose of this research is to ascertain if higher levels of employee retention in the Indian IT industry are linked to factors such as employee engagement, competence mapping, performance management, and career development. Eight hypotheses are proposed in this research. Results are summarized in Table 4.5.

5.5 APPLICATIONS FOR MANAGERS

The findings of the study are important for employers to consider, especially those in the IT sector. The findings suggest that competence mapping, performance management, and career development all play a substantial role in retaining employees. The findings suggest leadership practises, as well as salary and HR policies, that can help to retain key employees. In other words, this exemplifies the competitive edge enjoyed over the competition. This allows the organisation to better invest in its employees, promote from within, and hold on to its most talented workers for the future. Understanding the link between talent management and employee retention is another benefit of this study. The company would do well to place more emphasis on performance management, career development, and competence mapping because all three are strongly linked to employee retention.

As a means to help the company's talent develop over time, it is important that all employees have access to continual learning and development opportunities. The individual will benefit the company indirectly through higher output levels, leading to financial success, as a result of training and development course.

5.7 LIMITATIONS

Participants were hesitant to answer questions honestly for fear that their names might be made public if the study's results were released. This means that the case study sample size is rather modest compared to the total size of the workforce. The goal was to conduct a qualitative survey by means of in-person interviews, but with the present pandemic issue and the lack of available time, it proved challenging to set up the interviews. During this horrible time, everyone was fighting to keep their jobs, therefore private interviews were out of favour.

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- a. Business Outlook
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- c. Economic Review
- d. Economic Times
- e. Forbes India
- f. Hindustan Times

APPENDICES 1

Appendix A: Survey Questionnaire Form

SURVEY QUESTIONNAIRE

Section A: Demographics

Please tick (✓) according to the answers in the boxes that best represents you.

Gender

Male Female

Age

25-40 41-56

Educational level

High School Graduate College Graduate
 Bachelor Degree Master's Degree
 Doctorate

Experience

1-5 years 5-10 years
 10-15 years 15-20 years
 20-25 years 25-30 years
 30-35 years

Organizations

TCS

HCL Technologies

Redington India Ltd

Larsen & Toubro InfoTech Ltd

Mindtree Ltd

Infosys

Wipro Limited

Tech Mahindra Ltd

Mphasis Ltd

Hexaware Technologies Ltd

Section B: Factors Influencing Employee Retention

This section consists of 4 parts and please answers each statement by circling the answer.

(1)= Strongly Disagree (SD)

(2)= Disagree (D)

(3)= Neutral (N)

(4)= Agree (A)

(5)= Strongly Agree (SA)

Part 1: Competencies mapping

The following statements reflects that banking organization used competency mapping in identifying key capabilities (i.e. skills, knowledge, abilities, and behaviors) for an organization and/or a job and incorporating those abilities throughout the specific trade, profession, or job position of the organization.

No Questions	SD	D	N	A	SA
1.The organization encourages you to constant developing your capabilities					
2.The organization always emphasize the importance of different competencies for different tasks					
3. The organization always assesses your performance on individual competencies.					
4. Alignment of your competencies and job description help in better retention of employees					
5. Tasks/Assignments in your department are distributed based on your specific competencies					
6. The HR department frequently undertakes gap analysis to guide you on development path					
7. The organization regularly undertakes competency mapping to improve recruitment and selection in your department					
8. The organization have competency gap analysis to help identify your training needs					
9. You are always being encourage to undertake self-development initiatives					
10. All employees in your department are granted the opportunity to utilize talents, skills and resources					

11. In your opinion do you think competency assessment of staff in your organization increases employee retention?

Yes No

12. In your opinion, how percentage does you think competencies mapping increase in staff retention in your organization?

1-25% 26-50% 51-75% 76-100%

Part 2: Employee Engagement

The following statements reflects that bank having the right condition in engaging employee to give their best to work each day, committed to the bank’s mission and values, motivated to contribute to the bank success with an enhanced sense of their own well-being.

No Questions	SD	D	N	A	SA
1. You are aware the expectation the leader/organization have on you					
2. Important decisions in the department are always made by your supervisor					
3. All supervisors in this your organization have good relationship with staff					
4. Your good performance are always being recognize in the department					
5. You are never consult on important matters before implementing them					
6. You always get updates about organizational issues through internal communications					
7. You are always motivated through encouragement and affirmation					
8. You are given the opportunity to handle tasks and Responsibilities that are outside your domain.					
9. You rarely get opportunities to share information and new ideas					
10. On-going and constructive feedback on your performance are provided					

11. In your opinion, do you think staff involvement in decision making in your organization increases retention?

Yes No

12. In your opinion do you think staff engagement in your organization increases employee retention?

1 – 25 % 26 – 50% 51 – 70% 70 -100%

Part 3: Performance Management

The following statements reflects a process where managers and employees work together in setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting the bank objectives and the career goals.

No Questions	SD	D	N	A	SA
1. Promotion in your organization is not based on seniority but on performance					
2. Your department targets and tasks due date are clearly communicated					
3The organization has mechanisms in place to ensure your performance and feedback					
4. Your good performance is being rewarded in the organization					
5. You are provided with opportunities for growth and development in the organization					
6. The organization conducts your performance reviews regularly					
7. Performance reviews in the organization provides you with accurate information about your strengths, weaknesses and development areas.					
8. Your weaknesses detected in the appraisal always lead to training and development					
9. You involve in decisions that impact their work performance					
10. Regular feedback on your performance is conducted on a regular basis					
11. The HR department is responsive to your training and development needs					
12. Internal appointments in this organization are done in a fair manner					
13. Before a vacancy is advertised to public, effort is made to tap from the internal talent pool					

14) In your opinion, do you think performance management practices in your organization increase employee retention?

Yes No

15) In your opinion do you think performance management practices in your organization increases employee retention?

1-25% 26-50% 51-75% 76-100%

Part 4: Career Development

The following statements reflect career development is the lifelong process of managing your life, learning and work. It involves developing the skills and knowledge that enable you to plan and move toward a personally determined and evolving preferred future.

No Questions	SD	D	N	A	SA
1. The organization always plans on your career development					
2. Leader/ Manager frequently mentor you to grow professionally					
3. Your career development benefits are in place in this organization					
4. Your career development programs offered are linked to your career needs					
5. Every effort is made to use skills or create capacity internally before outsourcing					
6. In the organization, progress and career development policy is clearly outlined and made known to all employees					
7. The organization has in-house development programmes to develop you					
8. The organization has an employee development strategy which is clearly understood by all the employees.					
9. The organization has provision of career mentors					

10) In your opinion, is lack of adequate career development opportunities by your organization one of the main reasons why employees leave for employment elsewhere?

Yes No

11) In your opinion do you think career development opportunities offered by your organization associated with employee retention?

1 – 25 % 26 – 50% 51 – 75% 76 -100%

Part 5: Employee Retention

The following statements reflect the ability of the bank to retain its employees from leaving the bank.

No Questions	SD	D	N	A	SA
1. You think a lot about leaving organization					
2. You actively searching for an alternative to the organization					
3. As soon as it is possible, you will leave the organization					
4. If you had another job offer that paid the same you will leave here in a minutes.					
5. You will likely leave the organization within 12 months?					

6. Do you have an intention to leave the organization in 3 or 6 months?

Yes

LITERATURE REVIEW PAPERS-

S. No	Year	Topic	Author	Objectives	Findings
1	2010	Talent Management as a management fashion in HRD towards a research agenda.(2010)	Paul Iles, David Preece and XinChuai	To find out that talent management is an Enhancing area of interest for HRD.	Companies have to focus on Talent management techniques for the growth of the employees.
2	2010	Talent Management in HR.(2010)	Preeti Khatri (Corresponding author),Shikha Gupta ,Kapil Gulati,Santosh Chauhan	Th study aims is to retaining the employees in the organization.	talent management plays a main role in competitive advantage and the strategies has be flexible.
3	2013	Talent Management Literature Review.(2013)	Mahan Poorhosseinzadeh and Indra Devi Subramaniam	To investigate the talent management process	The paper explores the definition, importance ,and the reason for the war on talent and also presents the success factors of talent management
4.44	2014	Factors Affecting Talent Management Practises– A Reveiw.(2014)	Kavita Rani, Prof.Sanjiv Kumar	to identify the various factors affecting Talent Management Practices	For the effective Talent Management, conducted learning and development programmes, and conducted feedback about employee perception
5	2014	A study on “Tlent management as a strategy to influence employee engagement and its affect on the organizational outcome” .(2014)	R. V. Dhanalakshmi ,Dr K BalanagaGurunathan	To understand the meaning of talent management , its importance and how this strategy is influenced employee engagement	The findings are the human resource is the primary source of an competitive advantage

6	2015	The Impact of Talent Management on Employee Engagement, Retention and Value Addition in achieving Organizational Performance.(2015)	AbdulQuddus Mohammed Research Scholar, INEPAN, Warsaw, Poland abdulquddus.m d@gmail.com	The paper shows the relationship between talent management and employee engagement, retention, value addition and improved organizational performance.	The findings were there is a positive relationship between the variables and these findings are helpful for the future research
7	2016	A Study of Talent Management and Its Impact on Performance of Organizations.(2016)	Dr. Puja Sareen ¹ , Dr. Shikha Mishra ²	To know the basics of talent management and relation with the organization performance and also evaluate the impact on organization performance	The findings were there was a impact of talent management on the performance. If talent is properly managed ,deploy than organization enhancing their growth and profitability.
8	2016	The Use of Talent Management Instruments and Procedures in Germany: A Broad Explorative Study of Effectiveness and Success Factors.(2016)	Jens Landwehr	The aim of the study was to examine the reason why german companies systematically and consistently apply talent instruments.	We found that lack of commitment to talent management processes by leadership in Germany.
9	2016	Generation Y Talent Management Strategy and Competitive Advantage:	Angelica GatiiriaGitonga , James M. Kilika, EliudObere	This study examined the relationship between talent management strategies for	The relative contribution of Talent Management Strategies for Generation Y to the competitive

		Case of Commercial Banks in Kenya.(2016)		Generation Y which included Human Resource Planning, Human Resource Procurement, Human Resource Retention and Human Resource Development and the competitive advantage of commercial banks in Kenya.	advantage
10	2016	The Principle of 'Self-Control' in the Design of Instruments, Processes and Procedures: True Success Factors of Talent Management.(2016)	Jens Landwehr	This study shows, HR organizations and talent managers in many German organizations prefer more traditional over innovative procedures .	The professionalization of talent management has a positive effect on the relationship described.
11	2016	Factors influencing Talent management practices:A comparative .(2016)	Dr. V. Tulasi Das1 ,Gongula Amala2	To examine the talent management practices in the select units, To examine the factors influencing talent management practices in select units.	Bartlett's test is highly significant (p<0.001),therefore the factor analysis is appropriate.

12	2016	Talent Management: A Review Contribution to Present Literature	Abdul Ghani Faiyyaz ¹ & Mohd Junaid Ahmad ²	The aim of the study is to explore the variables of talent management and identified the theoretical framework of talent management	there is a more scope for research in the field of talent management
13	2017	Guidelines for the Development of Talent Management Model for Basic Education Schools	¹ Pachara Ngamchad, ² Poophapoom Moree, ³ Pherm Luangkaw, ⁴ Honda Khemma, ⁵ Tree Puwikottanakul	To study the structure of talent education and the current structure, to study the development in the basic education, to evaluate the format of basic education of talent management.	The findings of the study are proper and accurate coverage is very helpful for the development of operating personnel, development, efficiency, and effectiveness of the institution.
14	2017	Talent management: a systematic review and future prospects	Anthony McDonnell*, David G. Collings, Randall Schuler	The objective of the paper is to give a comprehensive Review to the evaluation of talent management for the future research.	
15	2017	Employees' Retention: Concept, Practices, and Impact Factors	Viviana Meirinhos, Sara Abrunhosa and Dora Martins	the identification of the main issues associated to employees' retention problematic,	To identifying multiple explanatory factors for the retention, and the Human Resources practices converging to this

				the retention factors of employees on organizations, and the more prevalent human resources management practices related to employees' retention.	goal.
16	2017	Talent Management: A Conceptual Framework from Review of Literature and a Research Agenda	Faith Wanjira Muriithi, Muathe Stephen Makau	This paper critically looks at studies conducted on the subject, identifying empirical and contextual gaps that exist in the literature subject, and proposing a conceptual framework on the subject	There is a high correlation between the management of talent, and both financial and non-financial performance of organizations.
17	2017	A Study on Talent Management Strategies in IT Industry	Syed Mansoor Pasha ¹ , Prof. Badiuddin Ahmed ² ,	The study explores the importance of talent management in corporate sector and also explores the strategies of talent management in IT sector in India	Proper talent management strategies helpful for the employees to sustain in the organization.
18	2018	Integrated Talent	S. Jayaraman ¹ , Parvaiz	This study explores the	The study contributes to

		Management Scale: Construction and Initial Validation	Talib2 , and Ahmad Faraz Khan2	existing measurement scales of talent management processes.	contract and validate an ITMS which will be helpful for the practitioners to measure talent management outcomes.
19	2018	Talent Management: A Case-study Investigation in Hospitality Operations	Dr. Ashraf Tag-Eldeen Associate Professor Faculty of Tourism & Hotels Alexandria University, Egypt. E-mail: a_tageldeen@hotmail.com	The study explores the importance of the concept human resource development to increases the quality of employees performance. The study also explores the talent management approaches for organization development	
20	2018	Talent Management for Organisational Performance Development in Bangladesh Private Industry Context	MdAsadul Islam ,AmerHamzahJantan, PhD (Corresponding Author),Fariha Binte Mahmud ,AshikulHoque	The objective of the study is to evaluate the challenges of talent management (TM) practices within private organisations in Bangladesh	The researcher identified the talent management challenges through the respondents .
21	2018	Data regarding talent management practices and innovation performance of academic staff	OdunayoSalau n AdewaleOsibanjo, AnthoniaAdeniji, OlumuyiwaOlu	The study presents a talent management practices and innovative performance of academic staff	talent development and retention strategies act as a predictors to facilitates the innovative performance in the

		in a technology-driven private university	dayo, Hezekiah Falola, EbegukiIgbino ba, OpeyemiOgue yungbo	in private university of Nigeria	sample University.
22	2018	The Impact of Talent Management on Job Satisfaction and Employee Performance in Public Sector Banks of Rajasthan	Shailly Dixit1 , Dr. Mini Amit Arrawatia2	The objective is to evaluate the current situation of talent management in indian public sector and To explore talent management practises which affect job satisfaction and employee performance and provide suggestions for the improvement in the public sector banks.	The hypothesies that talent management practises affects the employee performance and job satisfaction.
23	2018	Role of Talent Management Comparing Medium-Sized and Large Companies – Major Challenges in Attracting and Retaining Talented Employees	Boštjanci ˇ c E and Slana Z	the purpose of the study is to known meaning and process of talent management and the development activities for measuring the performance	
24	2018	Understanding the Fundamentals of Talent Management	Abu Saleh Mohammad Soh-el-Uz-Zaman	The core objective of this to learn the business application of	It is revealed that there are a number of challenges in executing this concept. These are:

		for Effective Business Application		talent management. and meaningful clues for its application.	the absence of a clear and precise definition of talent and talent management, lack of standardized talent functions and processes, complexity in targeting people in the talent management
25	2018	Effects of Talent Management Components on the Employee Satisfaction	Erkut Altındağ ¹ , Nur Yıldız Çirak ² and A.Zafer Acar ³	This study explores talent management components such as leadership techniques, management capabilities, advanced management and systems creation approaches, advanced management techniques	Effective talent management practices have important influences on human resources.
26	2018	Securing the Future: Retention among Generation Y Employees	Zarina Abdul Munir, Nur Eli Shafira Fairuz, Shereen Noranee , Veera Pandiyan Kaliani Sundram and Rozilah Abdul Aziz	The prime purpose of this study is to consider the changes in management paradigms that will be required to successfully motivate as well as retain Generation-Y employees	Regression analysis revealed that the factor which most contributes to Gen-Y retention is recognition ($\beta=.629$, $p<0.01$).

				(Gen-Y) to achieve the goals of the organization	
27	2018	Factors Affecting Talent Management towards Gen Y	Fadillah Ismail, AinulMardhiyah Nor Aziz, IrmawatiNorazman, SitiAnisahAtab @Yaakub	The research objective for this study is to develop conceptual framework of factors affecting talent management among Gen Y in organizations	This study enhances to the new challenges and fulfill critical gap that now exists in organization.
28	2018	The Impact of Talent Management on Job Satisfaction and Employee Performance in Public Sector Banks of Rajasthan	Shailly Dixit1 , Dr. Mini Amit Arrawatia2	To investigate the present era of talent management in indian public sector and explores talent management practises which influence job satisfaction and performance of employees and giving suggestions for enhancement.	This study finalize that the hypothesies that talent management practises affects the employee performance and job satisfaction.
29	2019	When profession trumps potential: The moderating role of professional identification in employees' reactions to talent management	KajsaAsplund	The objective of the study is to explore the employee reactions to talent management decisions .	The result shows that the conventional talent management was less effective for enhancing the favourable attitudes and behaviours in education sector

30	2019	Talent Management Strategy of Employee Engagement	I Made Budiana, YettiSupriyati, Wibowo	The study objective is to evaluate the talent management strategies in respect of employee engagement	The findings are very useful for the human resource management to increases the employee engagement from the talent pool.
31	2019	A theoretical framework of factors contributing towards the talent management practices and employee retention in contemporary organization	*PriyankaPanday, **Dr.Gagandee pkaur	The aim of the study is is to show various dimensions related to talent management practices and it relationship with employee retention.	The findings were that there was a positive relationship between the variables of talent management and employee retention and its positive relation with the effectiveness of the organization.
32	2019	Influence of Human Resource Capability in Relating Talent Management Strategy and Competitive Advantage	Angelica GatiiriaGitonga	The research aim is to examine that human resource capability had effects the relationship between talent management strategies of gen y employees and the commercial banks	Talent Management Strategies contributed a good extent to competitive advantage of banks at 55.3% ($\bar{R}^2 = .553$)
33	2019	Enabling effective talent management through a macro-contingent approach: A	Karin A. King a,* , VladVaimanb	To explores the 3 pivort shifts for effective talent management practises and gives future	This study shows the conceptual reveiw of talent management and find three limitations for the forward

		framework for research and practice		framework for the	development of the topic.
34	2020	Talent Management and Service Quality in the Jordanian Information Technology Companies: Conceptual Framework	Marwan Alabbas, Mohammad TayseerAlshaboul, Dazmin Bin Daud	The objective of the study is to evaluate the impact of talent management on the quality of services with competitiveness creativity as a mediating variable.	There was a direct effect on quality of services and the best strategies and practices which will effect on the quality of services
35	2020	Behavioral Factors Affecting Talent Management: Meta Synthesis Technique	Tahereh Shahi1, Behzad Farrokhshersh t1*, Mohammad Javad Taghipourian1, Hassan Ali Aghajani2	purpose of this study is to infer the conceptual model of behavioral factors affecting talent management	The results and design of this model is to improving the understanding of effective behavioral concepts.
36	2020	A Study on Talent Management and its Impact on Organization Performance- An Empirical Review	Prof. Pushpa Hongal1 and Dr. Uttamkumar Kinange2	To identify the relationship between talent management and organization performance.	The paper provides the insights to enhances the talent management as a strategic tool
37		Talent management: art or science?	Fang Fang Li Pierre Devos	The aim of the study is how to increases the talent in the company, how to increases the capability of employees.	There were various programs ,processes ,technologies for recruit, develop, deploy and retain employees to meet the demand for future of organization

LITERATURE REVIEW PAPERS-

Authors	Objective/Purpose	Sample Size	Constructs/Variables Studied	Key Findings
Silvia Simbula and Dina Guglielmi (2013)	The purpose of the present study was to examine longitudinal relationships between work engagement and mental-health problems, job satisfaction and extra-role performance.	This study was conducted among 157 schoolteachers, and the time lag was of five months on average. (Italy)	-Work engagement -Mental-health problems -Job satisfaction -Work engagement -Job satisfaction	The findings indicated that the relationships among work engagement, well-being and contextual performance are best explained when both causal and reversed-causal relationships are taken into account.
Salman Habib, Saira Aslam, Amjad Hussain, Sana Yasmeen, Muhammad Ibrahim (2014)	The study aims to explore the impact of organizational culture on the job satisfaction, employee's commitment and the retention of the employees in the organizations.	The data was collected through questionnaire consisting of 24 questions; the sample consisted of 235 employees of different Organizations. (Punjab, Pakistan.)	-Organizational Culture, -Employees, Commitment, -Employees, Retention, -Job Satisfaction	The research conclude that there is positive and significant correlation among Impact of organizational culture on employees commitment, job satisfaction and employees retention.
Tangthong, Sorasak (2014)	The purpose of this study is to determine the effects of human resource management (HRM) practices on employee retention in Thailand's multinational corporations (MNCs)	A total of 411 managers, consisting of top management, HR leader and line manager, were examined for the study. (MNCs in Thailand)	-Employee Motivation -HR Flexibility -Organizational Citizenship Behaviors -Training and Development -Compensation and Benefits	Results have shown a strong correlation between HRM practices and employee retention. This proves useful to firms that aim to keep employees in their organizations for longer periods.
Madelyn	The aim of the	The sample ($n =$	-Psychological	Result of the

<p>Geldenhuis Karolina Laba Cornelia M. Venter (2014)</p>	<p>study was to investigate the relationships amongst psychological meaningfulness, work engagement and organizational commitment.</p>	<p>415) consisted of working employees from various companies. (Gauteng, South Africa.)</p>	<p>meaningfulness -Work engagement and -Organizational commitment.</p>	<p>study confirmed a positive relationship between psychological meaningfulness work engagement and organizational commitment.</p>
<p>Bruce A. Raytona & Zayne Y. Yalabika (2014)</p>	<p>To examining and explore the link between psychological contract breach (PCB) and work engagement and by integrating job satisfaction into this exchange relationship.</p>	<p>The Data was collected via questionnaires & survey data from 191 employees.(Specialist lending division of a UK bank)</p>	<p>-Work engagement and psychological contract breach -Job satisfaction -Psychological</p>	<p>The analyses of study support the hypothesized mediation of the relationship between PCB and work engagement by job satisfaction and indicating that work engagement is more likely to occur when employees feel that their organizations are meeting their obligations.</p>
<p>Jackson M.E. Muhoho (2014)</p>	<p>To reveal and assess the factors perceived by employees as forces influencing retention at the Workplace.</p>	<p>This present study used a sample of 60 respondents drawn from ten (10) selected organizations in Tanzania. (Tanzania's public and private sector workplaces.)</p>	<p>-Salary and Benefits -Retirement Plans -Development Opportunities</p>	<p>The study stated that companies and employers should work hard towards achieving a highly teamed up workplace and organizations through integrating and alignment of organizational goals with individual employee.</p>
<p>Aerni Isa, Hazril Izwar Ibrahim (2014)</p>	<p>The main objective of this paper is to understand the influence of talent management</p>	<p>The Sample size was 495 employees of GLCs. Systematic sampling technique was</p>	<p>-Employees psychological connection -Development Opportunities</p>	<p>Study concluded that by providing an employee with a development plan which includes structuring</p>

	practices on employee engagement.	used. (Malaysia)	-Extensive work training -Comprehensive career planning	competencies and skills which an employee can develop would lead to increased work engagement.
Madhura Bedarkar, Deepika Pandita (2014)	The study explores the concept of employee engagement and also throws light on key drivers of employee engagement.	A model has been conceptualized based on these findings & Literature for this study was predominantly sourced from internet searches and use of management journal databases such as EBSCO, EMERALD, Elsevier and SCOPUS and other sources as well.	-Communication -Work life balance -Leadership	The study showed that employees are the key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace then the sense of dis-engagement sets in the employees.
Kimberley Breevaart, Arnold B. Bakker, Evangelia Demerouti (2014)	To examining how Self-management is related to employees work engagement on a daily basis activities.	162 maternity nurses were approached to participate in the study. After five weeks, 72 nurses filled out the questionnaires. (Saudi Arabia)	-Working conditions, -Work-role fit, -Career advancement, -Job Satisfaction -Job performance -Salary Structure	Finding of various studies show that employee engagement is positively related job performance, incentives/improved salaries, weekly meetings, employee core self-evaluations, employee psychological climate organizational commitment.
Maniam Kaliannana, Samuel Narh Adjovu	This paper explores the strengths and weaknesses of employee engagement	A Quantitative research approach was adopted with 137 completed Responses	-Work Environment -HRM Practices - Employee-	The results captured the health of the work environment as sane and sound. With HRM

(2015)	strategies implemented by a telecommunications organization in Ghana.	.(Ghana)	Supervisor Relationship -Job Satisfaction -Organizational Culture	practices in their most attractive package presented. The employee-supervisor relationship could not go haywire.
Maqsood Haider, Amran Rasli, Chaudhry Shoaib Akhtar (2015)	This study and examines the human resource (HR) practices that promote employee retention and engagement.	The sample size of this study was 250.	-Training and development -Compensation -Organization Culture -Retention	Research showed that the employees feel that effective HR practices have a direct and positive relationship with employee retention.
Margaret Deery, Leo Jago (2015)	This paper aims to examine the themes of talent management, work-life balance (WLB) and retention strategies in the organization in hotel industry.	Conceptual Study	Job satisfaction, Organizational commitment Employee retention	Review conducted that updated framework that was presented suggests that employee attitudes such as job and pay satisfaction or work overload will impact on WLB as will personal dimensions such as stress and substance abuse.
Yogendra Bhattacharya (2015)	Study aims to understand how satisfied officers were with their employers and employment conditions and to determine the drivers of retention in the maritime industry, and to assess if these	220 Indian Officers in shipping & logistics industry.	Culture Health & Safety Turnover Working Conditions Empowerment	Study concluded that retention levels of officers are low with the majority not finding employment conditions conducive to long time service with their current organizations. There are many

	were in line with those found in literature reviews.			areas where ship owners and managers can improve which can increase seafarer engagement as well as their retention.
Mariyam Imna, Zubair Hassan (2015)	To examine the effect of reward and compensation on employee retention and engagement.	The study used a survey Questionnaires containing 30 items with Likert Scale (Disagree -1 and 5 for Agree). The sample of 254 employees from 14 retail outlets in Male' were selected using convenient sampling.(Capital city of Maldives)	<ul style="list-style-type: none"> -HR Practices, -Career and Development, -Training and development, -Performance Appraisal, -Reward and compensation, -Health and Safety, 	The result of the paper showed that there is a positive and significant influence of career development on employee retention even though career development is not often practices among the organizations.
Simon L. Albrecht Arnold B. Bakker Jamie A. Gruman William H. Macey Alan M. Saks (2015)	The aim of this paper is to argue in support of a model that shows how four key HRM practices focused on engagement influence organizational climate, job demands and job resources.	Conceptual Study	<ul style="list-style-type: none"> -Engagement -Personnel selection, -Socialization, -Performance management, -Training and development 	This result concluded that engagement provides a conceptually well-developed and well-researched strategy by which competitive advantage can be achieved, developed and maintained. This paper showed that HRM content and process must be integrated effectively in order for prescriptive models of strategic HRM

<p>Lucia Barbosa de Oliveira, Fernanda Flôres Roitman Aguiar da Silva (2015)</p>	<p>The study aims to evaluate the effects of high performance work systems (HPWS) and leader-member exchange (LMX) quality on employee engagement and also to examine the relationship between employee engagement and turnover intention of employees.</p>	<p>The research involved 189 employees. (Brazilian organization.)</p>	<ul style="list-style-type: none"> -Recruitment & selection -Training & development -Motivation and effort -Performance management, -Compensation, -Job security policy -Opportunities to contribute 	<p>Results of this study conducted in a large Brazilian non-profit organization revealed that HPWS and LMX quality were positively related to employee engagement</p>
<p>Marie Carasco-Saul, Woocheol Kim, Taesung Kim (2015)</p>	<p>To Understand the relationship between leadership and employee engagement, analyzed/ synthesized the studies into integrated frameworks for the leadership–engagement relationship.</p>	<p>This study used multiple databases encompassing 39 smaller database subsets (e.g., ABI/INFORM Complete, ProQuest Education Journals, PsycINFO, and Psyc ARTICLES) to extract as many relevant articles for the study.</p>	<ul style="list-style-type: none"> -Authentic leadership & Engagement -Ethical leadership & Engagement -Transformational leadership & Engagement 	<p>There were four distinct instruments to measure leadership: (1) the Multifactor Leadership Questionnaire (MLQ) for transformational leadership, (2) authentic leadership using the 16-item ALQ for authentic leadership, (3) the 10-item Ethical Leadership Scale (ELS) for ethical leadership, and (4) the 20-item Conger–Kanungo Charismatic Leadership Scale for charismatic leadership was identified.</p>
<p>Safiah Rashid, Mohd Amy</p>	<p>Personal interview technique will</p>		<p>Profitability</p>	<p>By identifying the critical factors of organizational-</p>

<p>Azhar bin, Mohd Harif (2015)</p>	<p>constitute the methodology of this research for primary data collection.</p> <p>Snowball sampling technique was used. (Malaysia)</p>		<p>Productivity</p> <p>Business Growth</p> <p>Absenteeism</p>	<p>level outcomes, it will help the top management of SMEs and the policymakers to optimize employee engagement and to propose well-designed support programs and strategies for performance improvement in SMEs.</p>
<p>Dr. Hammad Alshammari (2015)</p>	<p>To current study aims understand the scope and importance of employee engagement in various organizations and to determine the factors enhancing employee engagement level</p>	<p>The study reviews the literatures of various past relevant research studies & conceptual points as well. (Saudi Arabia).</p>	<p>-Co-worker Relationship</p> <p>-Rewards & recognition</p> <p>-Working conditions</p> <p>Work-role fit</p> <p>-Career advancement</p> <p>-Job Satisfaction</p>	<p>The result concluded that Employee Training & development, Supervisor's support, Team & Co-worker Relationship, Rewards & recognition, Working conditions, Work-role fit.</p>
<p>Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles Ramendran, Vimala Kadiresan (2016)</p>	<p>The main objective of this study is to see the effectiveness of existing training programs, employee empowerment, job appraisal and compensation in retaining & engaging the employee: From the academicians' perception.</p>	<p>Quantitative data was collected using the non-probability self-administered questionnaire that consist of Questions with 5-points Likert scales distributed to 278 individuals for the study. (Malaysian University)</p>	<p>-Employee empowerment</p> <p>-Training & development,</p> <p>-Employee compensation</p> <p>-Performance appraisal</p>	<p>The result showed that, there is highly significant relationship between the factors of training, compensation and appraisal on University of Z lecturer's retention & engagement.</p>
<p>Daniel Pittino,</p>	<p>The present study identify</p>	<p>A questionnaire & e-mails with</p>	<p>-High Performance Work Practices</p>	<p>The family firm status and the</p>

<p>Francesca Visintinb, Tamara Lenger, Dietmar Sternad (2016)</p>	<p>the adoption of high-performance work practices (HPWPs) in family versus non-family firms.</p>	<p>a link to the online survey instrument was designed and sent to 1649 managers (917 in Austria, 732. (Hungary).</p>	<p>(HPWPs): -Selective staffing - Intensive training -Career development -Extensive compensation and benefits -Performance appraisals</p>	<p>conditions strengthening the family influence on the firm have a positive impact on retention and engagement.</p>
<p>Dr. A Kumudha, Harsha KJ (2016)</p>	<p>To find the relationship between employees retention with regard to HRM practices, Job Satisfaction and Organizational Commitment within the organization.</p>	<p>Semi-structured questionnaire was designed for 437 respondents was used to collect data. (Jebel Ali International Hospital in Dubai.)</p>	<p>-HR Practices, -Job Satisfaction, -Organizational Commitment -Intent to Leave/ Stay</p>	<p>Key factors which affects employee retention in UAE organizations are as the leadership style of top managers, fairness in the treatment accorded to employees by their supervisors a clear understanding.</p>
<p>Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016)</p>	<p>This present study aims to clarify and identify what is employee engagement and what is its importance on employee retention</p>	<p>Conceptual Study</p>	<p>-Career Development -Leadership -Clarity of Company Values, Policies and Practices -Respectful Treatment of Employees</p>	<p>The study identified the various factors which are responsible for employee retention like: individual and job characteristics, gender diversity; ethnic diversity strong induction programs.</p>

Employee retention factors affecting Generation X and Y personnel in the IT sector.

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Abstract

This study aims to find out how often Gen X and Gen Y employees leave their jobs. According to Erving Goffman's theory of frame analysis, three key factors have been found to have an effect the way people work, social values, and personal values. Using the answers of 297 employees, the effect of these factors on how people act at work in terms of whether they want to leave or stay with the organization was evaluated in this study . A survey questionnaire was used to get the information. The Neural Network Analysis and the Binary Logistic Regression were used to look at the data and make sure that the Predictive Analysis of Generations X and Y was accurately find out. It was found that differences in personality and behaviour between Generation X and Generation Y cause Generation Y to leave jobs more often than Generation X. Based on the sample, the researchers also made predictions about the two Generations' plans to stay and leave.

Keywords:- Employee Retention, Generation X, Generation Y, Predictive analysis, Employee Engagement .

Introduction

When it comes to human resources and the accomplishment of corporate goals, the generation gap has emerged as one of the primary problems of businesses. Generation is commonly used to describe a cohort of people who have grown up during the same period of time and have similar cultural and social experiences (; Smola and Sutton 2002; Kupperschmidt 2000; Weston 2006). Additionally, a 'generation' is comprised of people who have commonalities in terms of age, birth year, place of birth, conduct, personality type, and emotional state (Eletter et al. 2017). Time, however, has brought about an ever-increasing number of generations that have progressed. In most modern workplaces, employees span multiple generations. There are generational gaps that have been observed to have a wide range of effects on business outcomes. It has been found that employees of different generations often have strong negative feelings

towards one another, as stated by Russell and Patrick (2017). Scholars have also noted that workers of various generations often draw incompatible assumptions and interpretations. Unfortunately, there are times when younger workers must report to their elders. Workers from previous generations often find themselves reporting to those from the current or subsequent generation. Generational differences can arise when members of different generations have some but not all of the same characteristics, such as attitudes and feelings. These situations have the potential to spark arguments at work. To achieve productive business results, it is important to understand the differences between the generations that must work together.

Employers nowadays are mostly hiring members of Generations X and Y Employees, as well as the newest Generation, Generation Z, with a small percentage of workers from the Baby Boomer generation. Researchers believe that Generation X and Y are the most prominent generations in the workplace. There needed to be a contrast made between the features of the two generations. With this method, we can better understand the key distinctions between Generation X and Millennials. In reality, these traits could contribute to the development of laser-focused initiatives and the implementation of sound decisions with regard to which Generation should be given top priority as leaders within the firm.

Those who were born between the years 1960 and 1975, or possibly between the years 1960 and 1982, are classified as members of Generation 'X.' (Greene 2003; Skiba and Barton 2006; Patterson 2007; Vejar 2018 Smola and Sutton 2002; Sujansky 2004;). Most companies' upper and middle management are made up of members of Generation X. Hard labour, higher education, and financial success are highly valued by these workers (Wiant 1999). Gen X workers, according to Leibow (2014), are not interested in staying in one job for the sake of advancement or prestige, and instead value work-life balance above all else. Concurrently, those born between 1980 and 1995 make up the largest pool of qualified young workers in their twenties and thirties. They are members of Generation Y, sometimes known as Millennials (Pereira et al. 2017). Members of Generation Y are known to be self-reliant, ambitious, and self-assured. When compared to members of Generation 'X,' this cohort is extremely goal-oriented, with success and professional advancement being of paramount importance. It has been noted that Gen Y is more 'advanced' than Gen X in some respects. They are in more demand in the job since they take an active interest in the work they are given to do. So, it would be useful to

determine what sets Generation Y apart from Generation X and what keeps millennials working for the same company.

The generational divide is an issue in almost every workplace. Employee productivity and the maintenance of a positive work environment at the workplace have both been shown to be impacted by the generational divide. The turnover rate among employees from Generation Y has been shown to be significantly greater than that of Generation X. Companies in the service and manufacturing industries have been hit most by this issue. So, it was important to figure out how to fix this issue and anticipate the high turnover rates that will occur among members of Generation Y who are now employed in businesses.

According to ABC Private Limited's (a reputable service provider) 2018–2019 annual report, the percentage of employees in the age range of 26–40 was used to determine the resignation rate of Generation Y workers. Employee turnover rates for Generation X were also determined using age ranges of 41 to 65. As a result, the data suggests that Gen Y employees are more likely to leave their positions than Gen Xers are. As a result, the rate of resignation among Generation Y workers in 2018-2019 is higher than among Generation X workers.

This generational divide has a substantial effect on businesses, as predicted by the research and confirmed by the data collected thus far. The findings of this research could be useful for companies as they work to keep workers from Generations X and Y. If millennials and members of Generation Y have faith in and stick with their current employer, and do their best to meet the company's needs, they may be able to advance in their careers and become more integral contributors. In some cases, it may not be possible for the business to meet every single one of its employees' demands. Workers, however, must strike a balance between what they want (in terms of career advancement and rewards) and what their employers can actually give them (in terms of perks and policies). Each worker must make up their own mind about whether or not they want to remain with the company. The best way ahead, however, appears to be a compromise between individual preferences and institutional requirements, which will serve to the benefit of both the employee and the business (organization).

Moreover, undergraduate researchers would benefit from this study because they would gain experience in conducting a research study that is relevant to a local context. Also, these researchers might become accustomed to both the qualitative and quantitative components of data collection and analysis. The research will also assist them improve their time management, statistical analysis, and thesis writing abilities. The researchers will benefit professionally and in the future from these enhanced skills. Future researchers will benefit from this study by learning what kinds of solutions they should develop to keep present employees, especially members of Generation Y, in firms.

Research into the existing literature

Several prior studies have examined how different generations act in the workplace. These authors have examined the differences and similarities between the work styles of Generation X and Generation Y, as well as their impact on the workplace. Since Generation Y is predicted to leave the workforce at a higher rate than Generation X, the current study's authors set out to clarify the differences between the two generations' work methods, personal beliefs, and social ideals, as well as their conduct in the workplace.

Comparing the 'X' and 'Y' generations' traits

The focus of this analysis is on contrasting the generational differences between early and late-career professionals in order to better understand the factors that make each group unique. Table 1.1 contains the included data. Characteristics shared by both Generation X and Generation Y will be included and addressed in further depth below.

The researchers have zeroed down on the differences in work habits between the two groups. Researchers used Erving Goffman's (1974) Frame Analysis Theory to make these distinctions. The differences between Generation X and Y can be seen in their approaches to work, their values as individuals, and their outlook on society as a whole. Generation X and Y's unique work habits prompted academics to zero in on issues of workplace adaptability, productivity, and information sharing. Personal characteristics such as mentorship and leadership, as well as social values such as respect and community involvement, were given special emphasis.

Styles of Work and Its Origins

The data suggests that members of Generation X are less interested in advancing their jobs than their predecessors because they value family and personal happiness more highly (Patterson 2007). In the workplace, they use sensible and effective measures to address issues that arise. Nonetheless, members of Generation X are more likely to stay with a company if it has a flat organisational structure (Lyon et al. 2005). However, members of Generation Y either do not recognise or downplay the distinction between work and personal life (Anantatmula and Shrivastav 2012). In keeping with this, members of Generation Y are more committed to lifelong education than their predecessors (Lester et al. 2012). As a result, today's youth typically boast higher levels of education than their parents' generation. So, in comparison to their counterparts of previous generations, the vast majority of millennials have earned more advanced degrees or professional certifications (Williams 2000). So, members of Generation Y are more prepared to take on a wide range of obstacles and emerge victorious thanks to their familiarity with cutting-edge technologies and methods (Anantatmula & Shrivastav 2012). Compared to older generations, both Generation Y and Generation Z were raised with technology at home, and both Generation X and Generation Z are more comfortable with technology (Mahmoud et al. 2021a).

Flexibility

The term "workplace flexibility" is used to describe policies that give workers some leeway in determining when and where they do their duties (Obonyo 2018 and Omondi). Workers of Generation X are more willing to switch employment if doing so would result in a more favourable work-life balance (Glass 2007). Ritter (2014) claims that members of this generation are looking for more adaptable work arrangements so that they can strike a healthy work-life balance. In contrast, members of Generation Y are looking for more freedom in their professional lives. These workers think they can get more done in less time, so they demand flexibility in their scheduling even though they want to take on increasingly difficult assignments (Lloyd 2007). Success in an employee's career, according to Cugin (2011), may be measured by how well they are able to manage their time between work and other commitments. Previous studies have so validated the way in which the two generations embrace workplace flexibility to ensure efficient operations.

Work output

The actions of workers in the workplace are what constitute job performance; this includes not just how successfully workers complete their jobs but also how they behave in relation to each and every one of those activities (Fogaca et al. 2018). Those of Generation X are more prone to believe they should exert maximum effort even when they are not being watched, as stated by Wiant (1999). Furthermore, these workers try to accomplish both personal and corporate objectives. Nonetheless, when motivated, employees from Generation Y will work hard to achieve their goals. To this end, they find ways to have fun while still getting the task done well (Bencsik et al. 2016). As a result, members of Generation Y are skilled at collaborating with peers and interdisciplinary groups. Together, they think creatively, resourcefully, and collaboratively. Several people from this generation attempt to create value (Deloitte 2015). In this section, we'll examine the differences between the two generations in terms of their work habits and productivity.

Transfer of Information

The goal of knowledge sharing is to improve an organization's efficiency and effectiveness through better decision-making and the implementation of policies supported by evidence (Tsui et al. 2006). According to Ipe (2003), the major purpose of knowledge sharing is for an expert to teach others in their field. Also, the same author stressed the need of an employee's intrinsic motivation in order to accumulate a wealth of information that may be shared with others. Building a company culture that encourages employees to freely exchange information is a challenge. Individual employees' openness to information sharing is crucial, and employees' motivations play a role in shaping their willingness to do so (Akhavan et al. 2013). So, the nature of the working styles of Generations X and Y is influenced by knowledge exchange.

Integral Principles

Every employee in any given company has to interact with others who have various perspectives and worldviews. An employee may occasionally need to figure out how to act in a work setting with people who have widely varying norms and values. On the one hand, Gen X workers are self-confident, enjoy working alone, and want little to no management. When it comes to doing their work, they are generally trustworthy and devoted to their respective fields (Jorgensen et al. 2003; and Tziner 2011). Because they've grown up in a more diverse culture, members of Generation Y are more open to and accepting of diversity of all kinds, cultural as well as

personal and societal (Blain et al. 2008; Brown et al. 2009). For this reason, it is crucial to understand the unique set of values and traits that Generations X and Y bring to the workplace.

Mentoring

The concept of mentorship has been previously defined by other researchers. Nevertheless, the majority of these definitions are based on the one offered by (Kram 1985). The author defines mentoring as the process of establishing rapport between a more seasoned worker (the mentor) and a newer worker (the mentee). Patterson (2007) claims that individuals of Generation Y are eager to take on the role of mentor and learn new skills from more experienced colleagues or managers. As a result, members of Generation Y seek out mentors in order to gain more useful and satisfying insights, advice, and direction on how to achieve their goals (Bennett et al. 2012). In addition, Kram (1985) confirmed that mentees benefit from role modelling since they are able to observe and absorb the mentor's every move. As a result, it is easy to see how mentorship ensures a steady stream of operations within a business. It is especially crucial if the company values and want to keep its younger employees, such as when they join. This can be accomplished if trainees are given more information about what is expected of them in the workplace. In this respect, mentoring can be useful.

Leadership

An organisation needs leaders who can motivate their teams to accomplish their goals (Stoner et al. 2016). Organizational leadership research typically focuses on how top managers make an impact on the company as a whole and how their decisions shape the company's culture and direction. Those of Generation Y who work in an environment that demands obedience to superiors learn, work together, and socialise quickly (Smola and Sutton 2002). Generation X, on the other hand, thinks that putting in a lot of effort pays off. It's important noting that they don't just put in long hours while their managers or captains are around. These workers consistently seek a middle ground between satisfying their employer's needs and furthering their personal ambitions (Wiant 1999). All of these things provide executives from the X generation a solid sense of direction, so they can steer their companies in the correct direction and make the kind of sound decisions that will propel them towards their long-term objectives (Daft 2005; Ireland and Hitt 1999).

Moral principles

It is detrimental for workers to sit alone and try to complete difficult tasks on their own, and social activity within the workplace is crucial for workers' well-being. Yet, differences in this respect have been noted between the generations X and Y in the workplace. Generation Y workers, according to Kultalahti and Viitala (2014), are more likely to participate in extracurricular activities than their Generation X counterparts. Gen Y places a premium on autonomy, adaptability, mobility, general but shallow knowledge, success, creativity, and access to information in the workplace. Generation X, on the other hand, is known for its diligence, openness, respect for variety, curiosity, realism, and deference to authority (Bencsik et al., 2016). Ryan (2000) claims that Gen Y is the most socially engaged generation since the 1960s. For this reason, it is critical to defend the different societal values held by the two generations in the workplace.

Respect

Every community, no matter how large or small, requires its residents to treat one another with dignity and respect. Employees are expected to treat one another with dignity and fairness in the workplace. O'Grady (2017) defines respect as an essential component of healthy interpersonal relationships, exemplified by a willingness to value and include others while seeking to maximise mutual benefit. It's also been observed that both the X and Y generations find solace and esteem among others who share their values. As a result, value matching facilitates the process of assigning individuals to groups (Kipnis and Childs 2004). According to Deloitte (2015), members of Generation X appreciate direction and demand to be treated with dignity on the job. Young adults today are trying to strike out on their own, and they value leaders who are transparent and honest about the challenges they face.

The term "community" is used to describe the bond that forms when a group of individuals trust each other, enjoy working together, and view teamwork as a positive means of getting things done (Zani and Cicognani, 2012). Since many members of Generation X's workforce are poor team players, personal ties are very important to them, according to Patterson (2007). Individually, they frequently attempt to solve problems or complete tasks. In the workplace, people of Generation Y tend to prefer collaborative efforts, whether they take place in person or online. Teamwork, in their eyes, is the best method to get things done and keep moving forward on projects and endeavours (Cole et al. 2002; Howe and Strauss, 2000; Skiba and Barton, 2006).

They value team member greetings and are careful to remember important dates like birthdays and anniversaries for their coworkers and team members.

Inappropriate Behaviour in the Workplace

According to Jagannathan (2014), workplace conduct or workplace attitude refers to the actions and attitudes of employees while on the job. There are noticeable differences in how each generation behaves, with Generation X typically being more reserved and laid-back than Generation Y, who tend to be more independent and goal-oriented. Typically, a large portion of a company's staff will exert themselves constantly for the sake of the company's success. Despite this, it's crucial to understand the factors that influence workers' decisions on whether to stay with or switch jobs inside an organisation. There is a generational divide among firms, and it affects worker retention and turnover rates. So, the study's authors zeroed on on previous studies on Gen X and Y's intentions to stay or leave their respective employers.

Retention

It's a method of keeping workers with one company over an extended length of time or until a specific goal has been achieved (Das and Baruah 2013). When members of Generation X are committed to staying with their current employment, turnover due to a lack of professional advancement opportunities will decrease (Weston 2006). According to Goessling (2017), members of Generation X are more likely to stay with the same company for a long time if they find the work to be engaging and can choose their own pace. Generation Y, on the other hand, places a higher value on extrinsic incentives, and this is why many of them plan to remain in their current jobs (Twenge 2010). Extrinsic rewards have been further defined by these authors to include monetary compensation and other material benefits. The company hopes that by offering these perks, they will be able to keep their Generation Y workers. One study suggests that businesses might increase their retention rates by providing career counselling programmes for employees from Generation Y. (Lowe et al. 2011).

Absence of commitment to remain

Those who have already made up their minds to leave their jobs are said to have a "turnover intention" (Jacobs and Roodt 2007). According to Price (2001), employee turnover occurs when an individual leaves a company and joins another. Sutton (2002) and Smola however focuses on that the millennials are less devoted to their employers than previous generations. If employees

do not find sufficient challenge in their existing positions, they may look elsewhere for employment. As a result, members of Generation Y place a higher value on objects associated with personal freedom than did their parents' generation, and they prefer to work in settings that allow them some measure of autonomy. If these conditions aren't met, though, millennials may look elsewhere for employment (Gardner, 2008 and Cennamo). As a result, individuals of Generation Y seek for opportunities for personal growth and professional challenge, and if they don't get either, they are likely to leave their current positions in search of more satisfying work (Queiri et al. 2014).

Methodology for Research

The SLIIT Business School Research Committee approved this study. Information was gathered from both online and paper forms. Nonetheless, the Google Form was favoured over the paper survey because of logistical constraints associated with delivering paper surveys to respondents in light of the current state of affairs in the country (Covid-19). Two parts made up the survey. The primary goal of the initial inquiry is to collect respondent personal information. Whereas the second part is designed to collect information on how different generations behave. The seven characteristics of flextime, job performance, information sharing, mentoring, leadership, community, and respect are used to quantify the independent variables. The retention and intention to leave of the two Generations 'X' and 'Y' serve as measures of the dependent variable.. The questions were created using a Likert scale with five points to measure each model variable, from (1) strong Agree to (5) strong disagree.

The researchers suggested using a quantitative approach to carry it out. All study elements were explained by the study population. A stratified sampling strategy was used by the researchers. Krejcie and Morgan's (1970) example guided the selection of the sample size. At the 95% confidence level, we decided to use a margin of error of 5%. It was determined that a sample size of 306 was necessary. But just 297 people responded, for a response rate of 7%. This kind of sampling helped acquire objective data. Thirty people participated in a pilot survey to test whether the questions were well-written and presented in a logical sequence. Email was used to disseminate the survey's web link to the participants. Researchers surveyed 297 workers from Generations X and Y at seven different international service sector corporations. Because that data collection was restricted to a single point in time, the researchers here conducted a cross-sectional analysis. Given that the researchers are unsure of whether or not the variables are

correlated, a cross-sectional study design was chosen for this investigation (Spector 2019). Mahmoud, et al. (2021b) state that cross-sectional research has a good reason to be used in a crisis (Wartime, Covid-19). Hence, a cross-sectional approach was taken for this investigation during the Covid era.

Examination of Data

The researchers started their investigation with a reliability and validity check. In the end, they used three different types of analysis to get at their conclusion.

Tests of reliability and validity yielded the following results.

The SPSS statistical package was used to analyse the survey's quantitative data. After that, they were able to establish the research's credibility and validity. The coefficient of dependability (Cronbach's alpha) was found to be 0.827. The obtained co-efficient value, however, suggested that the findings of the investigation were quite credible. Generation X and Y employees from a cross-section of service industry organisations made up the 297 respondents to the poll. With these responses, we were able to determine the Cronbach's alpha. Cronbach's alpha for the variables in this analysis was calculated to be 0.827. Researchers checked the reliability of their survey's sample using KMO and Bartlett values. 0.727 was found to be the value shared by KMO and Bartlett.

The primary goal of this research is to identify, using the study's sample, which employees are most likely to remain with their respective companies. Researchers recoded responses in order to achieve this goal, combining mean values of exit intention and retention replies into a single scale. In order to derive the predicted analysis of the workers based on these data, the researchers followed three key analysis investigations.

Prediction using descriptive statistics was the initial way of analysis. According to the findings, the average generation 'X' worker has a value of 3.5052, whereas the average generation 'Y' worker has a value of 1.9494. The majority of 'X'er respondents disagree with statements about their likely departure, as seen by their responses. In contrast, most members of Generation Y who participated in the study gave answers of either "Strongly Agree" or "Agree" when asked about statements about their intent to leave the company. So, it has been determined that members of Generation Y are more likely to voluntarily leave their employers than members of Generation X.

Researchers obtained samples of data from which to draw their conclusions. When looking at the sample as a whole, however, the mean numbers given for lower bound and higher bound, 3.4171 and 3.5932 respectively, indicate that Generation 'X' respondents Disagree to leave the organisations. Yet, when it comes to employees of the Generation Y, the mean values for the lower bound and upper bound are 1.8364 and 2.0624, respectively, indicating that these workers still Strongly Agree or Agree to leave their firms.

And as indicated in Table the researchers also calculated the precise number of employees who will remain with the company based on their sample.

	Frequency	Percentage
0 = Retain	149	50.2
1 = Leave	148	49.8
Total	297	100.0

Researchers predicted employee turnover by assigning a value of '0' to those who would remain with the company and a value of '1' to those who would depart. As a result of these results, we know that only 149 of the 297 employees in the sample will remain with the same company, while the remaining 148 will quit.

Regression Analysis of Binary Data

The researchers also used Binary Logistic Regression to make predictions about which of the two generations of workers would stay and which would eventually leave. The outcomes are presented in Table44.

Table 4 shows the results of a predictive analysis using Binary Logistic Regression for the X and Y generations. (Data generated by the SPSS Binary Logistic Regression Test).

	Leave or retention	Percentage correct	
	Leave	Retention	
<i>Step 1</i>			
Leave retention	86	63	57.7
Overall percentage	48	100	67.6
			62.6

^aThe cut value is .500

Based on the findings of Table shows that , it can be predicted the number of employees who will retain; i.e. out of the 149 employees who retain, only 57.7% employees will retain within the organizations. On the other hand, it can be predicted the number of employees who will leave: i.e. out of the 148 employees who leave, only 67.6% will leave the organizations. Hence, it is seen that the percentage values of intention to leave is higher than that of the value of retention of the employees at the workplaces.

Neural network analysis

Nevertheless, it was needed to predict with more accuracy to find who will retain and leave. Hence, the researchers followed neural network analysis to continue the prediction.

Table 5

Predictive analysis of generations X and Y using neural network analysis. (

Source: SPSS Neural Network Test Output)

Training	Cross Entropy Error	51.033
	Percent Incorrect Predictions	8.4%
	Stopping Rule Used	1 consecutive step(s) with no decrease in error^a
	Training Time	0:00:00.22
Testing	Cross entropy error	22.167
	Percent incorrect predictions	8.8%

Leave or Retain is the dependent variable.

error estimates are calculated using data from the testing sample

Using stratified sampling, the researchers used 70% of their data set for training and 30% for testing. It follows that 8.4% of inaccurate predictions were made during training, and 8.8% were made during testing. That is to say, the accuracy of the prediction is 91.6% in the training set and 91.2% in the testing set. This analysis approach is likely more precise than the Binary Logistic Regression. This prompted the researchers to keep their eye on the predictions of workers, and they've provided some more context for their findings .

Table 6

Predictive analysis of generations X and Y using neural network analysis. (

Source: SPSS Neural Network Test Output)

Sample	Observed	Predicted		
		.00	1.00	Percent correct
Training	.00	84	15	84.8%
	1.00	2	102	98.1%
	Overall Percentage	42.4%	57.6%	91.6%
Testing	.00	36	6	85.7%
	1.00	1	37	97.4%
	Overall Percentage	46.3%	53.8%	91.3%

Leave or Retain (as the dependent variable)

Data shows that 98.1% of the training set will be dropped, whereas 85.7% of the testing set will be dropped.

So, it can be shown that researchers have been able to accurately forecast whether or not an employee from Generation X or Y will be leaving the company by using Neural network analysis.

Discussion

The primary aim of this study is to identify the prognostic The primary goal of this study is to do a prospective examination of how Gen X and Y will perform in the workplace. Hence, the researchers polled 297 workers from various companies. Hence, they made sure their data was legitimate and trustworthy. Researchers used SPSS to run a reliability analysis and a KMO analysis to get there. The KMO results were 0.727, and the total dependability was assessed to be 0.827. It was determined from these values that the data set acquired is genuine and dependable, allowing us to move forward with more analysis techniques towards our research goal.

To get to their conclusion, the researchers used three distinct analyses. They began by using a descriptive analytic test to determine whether or not members of Generations X and Y planned to depart the company. As can be seen from the data, members of Generation Y are more likely to agree with the statement "I want to leave my job" than members of Generation X. After that, they used a second kind of analysis called binary logistics regression to foretell employee retention and turnover intent. The findings confirmed the predicted percentages of workers who will stay with their current employers and those who will depart. The researchers used neural network

analysis as their third and last way of analysis to guarantee a high degree of accuracy for prediction. More correctly than the alternative study based on the number of employees who decided to retain and/or leave in the two Generations X and Y, this analysis projected the percentage values of employees who are likely to retain as well as depart the firm. The 297 participants used to calculate these results represent a representative sample.

Companies should give considerable thought to the generational differences in their workforce (Mahmoud et al. 2021c). According to Glass (2007), one of Generation X's most notable traits in the workplace has been its emphasis on results rather than processes. In addition, members of Generation X cannot subscribe to the egocentric "me" concept. They are considerate and thoughtful (Johnson 2010). In other words, millennials place a higher value on extrinsic regulation (both material and recognisable) than prior generations, while placing a lower value on extrinsic regulation (both social and introjected) (Mahmoud et al. 2020a, b). According to previous research, this study indicated that members of Generations X and Y share commonalities in their work habits, morals, and ethics. Among the selected service sector companies in Sri Lanka, the average values of the independent variables nature of working styles, personal values, and social values show that employees of Generation 'X' have a greater emphasis on social values, while employees of Generation 'Y' place a greater emphasis on personal values.

Members of Generation X are more inclined to agree with Wiant's (1999) assertion that one should work hard even when one is not being watched. As an added bonus, these workers are aiming for both personal and corporate success. Members of Generation Y, on the other hand, place a higher value on freedom-related things than those of Generation X did, and they prefer to work in settings that give them autonomy. All of those results were replicated in the current study. The findings of this study suggest that Generations X and Y's different approaches to work have significant ramifications for how people behave in the workplace in Sri Lanka. As a result, it is clear that the employees of Generation X are the ones most impacted by the shift in the character of the workplace.

According to Weyland (2011), mentoring enables Generation Y workers to excel in their jobs by providing them with direction, encouragement, and feedback. Younger 'X'ers value hard work as a measure of success. They don't put in extra effort solely when their superiors or team captains

are around. These workers relentlessly pursue both professional excellence and personal growth (Wiant 1999). Personal values also influence the actions of Generations X and Y in the workplace, according to the selected service sector organisations studied in this study. Generation Y workers are particularly vulnerable to this shift because of their own values.

Ryan (2000) argues that Gen Y is the most politically engaged generation since the 1960s. In addition, they contribute to the development of productive, pleasant, and technologically advanced places of employment. Leaders that are straightforward, honest, and upfront gain the respect of Generation Y personnel (Arora and Dhole, 2019). About Generation X, the current researchers were able to uncover information from previous studies that offered conflicting perspectives on the importance of belonging to a community. The present researchers were able to determine that Generation Y employees are more sociable than Generation X employees by drawing on the previous literature. Moreover, it has been observed that, based on their sample, Generation X workers have been affected more than any other group by a single shift in social ideals. In other words, if Generation X workers are exposed to an increase of one unit in social values, they will adapt their conduct in the workplace sooner than Millennial workers.

People of Generation Y are often trying new things, both personally and professionally (Ruble 2013). When compared to other generations in the workforce, Generation Y has a greater turnover rate (Twenge 2006; Lancaster and Stillman 2003; Tulgan & Martin, 2001). According to Kerslake (2005), this is because members of Generation Y are prioritised in terms of their own ambitions. As a result of their commitment and the versatility of their skill sets, businesses are actively seeking to keep Generation X workers on staff. Despite these results, the present researchers have shown that, at least in the selected service sector organisations, employees of Generation Y are more likely to want to leave their jobs.

Conclusion and Recommendations

As a result of their data analysis and subsequent debate, the researchers came to a few conclusions about the future of Generation X and Y in the workplace.

Descriptive analysis was the initial kind of analysis used by the researchers to compare the likelihood of employees from Generation X and Y to resign. Workers in the Generation X cohort were found to have a mean value of 3.5052, whereas those in the Millennial cohort averaged 1.9494. To summarise, the majority of 'X' generation respondents indicated a desire to stay with

the company, whereas the majority of 'Y' generation respondents indicated a desire to depart. In the selected service sector enterprises in Sri Lanka, it has been found that employees from Generation Y are more likely to quit than those from Generation X.

The researchers used a second kind of analysis called Binary Logistic Regression to make predictions about which of the two generations of workers would be more likely to stay with the company or to depart. According to the data, just 57.7% of the 149 current employees will remain with the company. Yet, only 67.6% of the 148 departing workers are expected to leave their current employers. It follows that the percentage of employees planning to leave their jobs is greater than the percentage planning to stay.

The researchers also used Neural Network Analysis as a third type of analysis to continue their prediction with greater accuracy to figure out who will stay and who would go. According to the results, it was found that 84.8% of the training set would be retained and 98.1% would be dropped, while in the testing set, 85.7% would be retained and 97.4% would be dropped. As can be seen, the researchers were able to accurately forecast whether or not a person from Generations X and Y would be departing the business using Neural network analysis. Yet, these results allowed the researchers to conclude that employees of Generation Y are more likely to leave the selected private enterprises operating in the service sector in Sri Lanka than employees of Generation X.

The current research team predicted and compared the generations X and Y in private sector enterprises in Sri Lanka. Thus, experts advise subsequent researchers to base their studies on the upcoming Generations, such as Generation Z and Generation alpha. Despite the fact that the research issue was discovered in both service and industry sector firms, the focus of the present study was limited to those businesses that fall under the service umbrella. In light of this, future studies of the same research subject should broaden their scope to include the public sector and other industries and should increase the number of variables and participants studied.

The findings of this study suggest that organisations in the service industry should offer leadership development programmes to members of both Generations X and Y. Mentoring programmes may help businesses of all sizes and across all generations improve the morale and productivity of their staff by identifying and addressing the unique challenges faced by each

generation. Gen X workers should be kept abreast on industry news and encouraged to use their initiative in the workplace. The use of such methods aids workers in standing out, delivering exceptional results, and establishing their worth to their employers. In addition, managers are encouraged to build stronger relationships with their staff members if they want to reduce the likelihood that Generation Y workers will consider leaving their companies. Managers can serve as the link between employees and their companies, allowing the latter to improve the working conditions of the former by, for example, creating more pleasant and healthy offices and increasing the attractiveness of the latter's compensation and benefits packages. The goal is to increase the percentage of Millennials still with the company after two years. Because of this, businesses are more likely to accomplish their missions when human resources are handled strategically.

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Employee retention factors affecting Generation X and Y personnel in the IT sector.

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Abstract

This study aims to find out how often Gen X and Gen Y employees leave their jobs. According to Erving Goffman's theory of frame analysis, three key factors have been found to have an effect the way people work, social values, and personal values. Using the answers of 297 employees, the effect of these factors on how people act at work in terms of whether they want to leave or stay with the organization was evaluated in this study . A survey questionnaire was used to get the information. The Neural Network Analysis and the Binary Logistic Regression were used to look at the data and make sure that the Predictive Analysis of Generations X and Y was accurately find out. It was found that differences in personality and behaviour between Generation X and Generation Y cause Generation Y to leave jobs more often than Generation X. Based on the sample, the researchers also made predictions about the two Generations' plans to stay and leave.

Keywords:- Employee Retention, Generation X, Generation Y, Predictive analysis, Employee Engagement .

Introduction

When it comes to human resources and the accomplishment of corporate goals, the generation gap has emerged as one of the primary problems of businesses. Generation is commonly used to describe a cohort of people who have grown up during the same period of time and have similar cultural and social experiences (; Smola and Sutton 2002; Kupperschmidt 2000; Weston 2006). Additionally, a 'generation' is comprised of people who have commonalities in terms of age, birth year, place of birth, conduct, personality type, and emotional state (Eletter et al. 2017). Time, however, has brought about an ever-increasing number of generations that have progressed. In most modern workplaces, employees span multiple generations. There are generational gaps that have been observed to have a wide range of effects on business outcomes.

It has been found that employees of different generations often have strong negative feelings towards one another, as stated by Russell and Patrick (2017). Scholars have also noted that workers of various generations often draw incompatible assumptions and interpretations. Unfortunately, there are times when younger workers must report to their elders. Workers from previous generations often find themselves reporting to those from the current or subsequent generation. Generational differences can arise when members of different generations have some but not all of the same characteristics, such as attitudes and feelings. These situations have the potential to spark arguments at work. To achieve productive business results, it is important to understand the differences between the generations that must work together.

Employers nowadays are mostly hiring members of Generations X and Y Employees, as well as the newest Generation, Generation Z, with a small percentage of workers from the Baby Boomer generation. Researchers believe that Generation X and Y are the most prominent generations in the workplace. There needed to be a contrast made between the features of the two generations. With this method, we can better understand the key distinctions between Generation X and Millennials. In reality, these traits could contribute to the development of laser-focused initiatives and the implementation of sound decisions with regard to which Generation should be given top priority as leaders within the firm.

Those who were born between the years 1960 and 1975, or possibly between the years 1960 and 1982, are classified as members of Generation 'X.' (Greene 2003; Skiba and Barton 2006; Patterson 2007; Vejar 2018 Smola and Sutton 2002; Sujansky 2004;). Most companies' upper and middle management are made up of members of Generation X. Hard labour, higher education, and financial success are highly valued by these workers (Wiant 1999). Gen X workers, according to Leibow (2014), are not interested in staying in one job for the sake of advancement or prestige, and instead value work-life balance above all else. Concurrently, those born between 1980 and 1995 make up the largest pool of qualified young workers in their twenties and thirties. They are members of Generation Y, sometimes known as Millennials (Pereira et al. 2017). Members of Generation Y are known to be self-reliant, ambitious, and self-assured. When compared to members of Generation 'X,' this cohort is extremely goal-oriented, with success and professional advancement being of paramount importance. It has been noted that Gen Y is more 'advanced' than Gen X in some respects. They are in more demand in the job since they take an active interest in the work they are given to do. So, it would be useful to

determine what sets Generation Y apart from Generation X and what keeps millennials working for the same company.

The generational divide is an issue in almost every workplace. Employee productivity and the maintenance of a positive work environment at the workplace have both been shown to be impacted by the generational divide. The turnover rate among employees from Generation Y has been shown to be significantly greater than that of Generation X. Companies in the service and manufacturing industries have been hit most by this issue. So, it was important to figure out how to fix this issue and anticipate the high turnover rates that will occur among members of Generation Y who are now employed in businesses.

According to ABC Private Limited's (a reputable service provider) 2018–2019 annual report, the percentage of employees in the age range of 26–40 was used to determine the resignation rate of Generation Y workers. Employee turnover rates for Generation X were also determined using age ranges of 41 to 65. As a result, the data suggests that Gen Y employees are more likely to leave their positions than Gen Xers are. As a result, the rate of resignation among Generation Y workers in 2018-2019 is higher than among Generation X workers.

This generational divide has a substantial effect on businesses, as predicted by the research and confirmed by the data collected thus far.

The findings of this research could be useful for companies as they work to keep workers from Generations X and Y. If millennials and members of Generation Y have faith in and stick with their current employer, and do their best to meet the company's needs, they may be able to advance in their careers and become more integral contributors. In some cases, it may not be possible for the business to meet every single one of its employees' demands. Workers, however, must strike a balance between what they want (in terms of career advancement and rewards) and what their employers can actually give them (in terms of perks and policies). Each worker must make up their own mind about whether or not they want to remain with the company. The best way ahead, however, appears to be a compromise between individual preferences and institutional requirements, which will serve to the benefit of both the employee and the business (organization).

Moreover, undergraduate researchers would benefit from this study because they would gain experience in conducting a research study that is relevant to a local context. Also, these researchers might become accustomed to both the qualitative and quantitative components of data collection and analysis. The research will also assist them improve their time management, statistical analysis, and thesis writing abilities. The researchers will benefit professionally and in the future from these enhanced skills. Future researchers will benefit from this study by learning what kinds of solutions they should develop to keep present employees, especially members of Generation Y, in firms.

Research into the existing literature

Several prior studies have examined how different generations act in the workplace. These authors have examined the differences and similarities between the work styles of Generation X and Generation Y, as well as their impact on the workplace. Since Generation Y is predicted to leave the workforce at a higher rate than Generation X, the current study's authors set out to clarify the differences between the two generations' work methods, personal beliefs, and social ideals, as well as their conduct in the workplace.

Comparing the 'X' and 'Y' generations' traits

The focus of this analysis is on contrasting the generational differences between early and late-career professionals in order to better understand the factors that make each group unique. Table 1.1 contains the included data. Characteristics shared by both Generation X and Generation Y will be included and addressed in further depth below.

The researchers have zeroed down on the differences in work habits between the two groups. Researchers used Erving Goffman's (1974) Frame Analysis Theory to make these distinctions. The differences between Generation X and Y can be seen in their approaches to work, their values as individuals, and their outlook on society as a whole. Generation X and Y's unique work habits prompted academics to zero in on issues of workplace adaptability, productivity, and information sharing. Personal characteristics such as mentorship and leadership, as well as social values such as respect and community involvement, were given special emphasis.

Styles of Work and Its Origins

The data suggests that members of Generation X are less interested in advancing their jobs than their predecessors because they value family and personal happiness more highly (Patterson 2007). In the workplace, they use sensible and effective measures to address issues that arise. Nonetheless, members of Generation X are more likely to stay with a company if it has a flat organisational structure (Lyon et al. 2005). However, members of Generation Y either do not recognise or downplay the distinction between work and personal life (Anantatmula and Shrivastav 2012). In keeping with this, members of Generation Y are more committed to lifelong education than their predecessors (Lester et al. 2012). As a result, today's youth typically boast higher levels of education than their parents' generation. So, in comparison to their counterparts of previous generations, the vast majority of millennials have earned more advanced degrees or professional certifications (Williams 2000). So, members of Generation Y are more prepared to take on a wide range of obstacles and emerge victorious thanks to their familiarity with cutting-edge technologies and methods (Anantatmula & Shrivastav 2012). Compared to older generations, both Generation Y and Generation Z were raised with technology at home, and both Generation X and Generation Z are more comfortable with technology (Mahmoud et al. 2021a).

Flexibility

The term "workplace flexibility" is used to describe policies that give workers some leeway in determining when and where they do their duties (Obonyo 2018 and Omondi). Workers of Generation X are more willing to switch employment if doing so would result in a more favourable work-life balance (Glass 2007). Ritter (2014) claims that members of this generation are looking for more adaptable work arrangements so that they can strike a healthy work-life balance. In contrast, members of Generation Y are looking for more freedom in their professional lives. These workers think they can get more done in less time, so they demand flexibility in their scheduling even though they want to take on increasingly difficult assignments (Lloyd 2007). Success in an employee's career, according to Cugin (2011), may be measured by how well they are able to manage their time between work and other commitments. Previous studies have so validated the way in which the two generations embrace workplace flexibility to ensure efficient operations.

Work output

The actions of workers in the workplace are what constitute job performance; this includes not just how successfully workers complete their jobs but also how they behave in relation to each and every one of those activities (Fogaca et al. 2018). Those of Generation X are more prone to believe they should exert maximum effort even when they are not being watched, as stated by Wiant (1999). Furthermore, these workers try to accomplish both personal and corporate objectives. Nonetheless, when motivated, employees from Generation Y will work hard to achieve their goals. To this end, they find ways to have fun while still getting the task done well (Bencsik et al. 2016). As a result, members of Generation Y are skilled at collaborating with peers and interdisciplinary groups. Together, they think creatively, resourcefully, and collaboratively. Several people from this generation attempt to create value (Deloitte 2015). In this section, we'll examine the differences between the two generations in terms of their work habits and productivity.

Transfer of Information

The goal of knowledge sharing is to improve an organization's efficiency and effectiveness through better decision-making and the implementation of policies supported by evidence (Tsui et al. 2006). According to Ipe (2003), the major purpose of knowledge sharing is for an expert to teach others in their field. Also, the same author stressed the need of an employee's intrinsic motivation in order to accumulate a wealth of information that may be shared with others. Building a company culture that encourages employees to freely exchange information is a challenge. Individual employees' openness to information sharing is crucial, and employees' motivations play a role in shaping their willingness to do so (Akhavan et al. 2013). So, the nature of the working styles of Generations X and Y is influenced by knowledge exchange.

Integral Principles

Every employee in any given company has to interact with others who have various perspectives and worldviews. An employee may occasionally need to figure out how to act in a work setting with people who have widely varying norms and values. On the one hand, Gen X workers are self-confident, enjoy working alone, and want little to no management. When it comes to doing their work, they are generally trustworthy and devoted to their respective fields (Jorgensen et al. 2003; and Tziner 2011). Because they've grown up in a more diverse culture, members of Generation Y are more open to and accepting of diversity of all kinds, cultural as well as

personal and societal (Blain et al. 2008; Brown et al. 2009). For this reason, it is crucial to understand the unique set of values and traits that Generations X and Y bring to the workplace.

Mentoring

The concept of mentorship has been previously defined by other researchers. Nevertheless, the majority of these definitions are based on the one offered by (Kram 1985). The author defines mentoring as the process of establishing rapport between a more seasoned worker (the mentor) and a newer worker (the mentee). Patterson (2007) claims that individuals of Generation Y are eager to take on the role of mentor and learn new skills from more experienced colleagues or managers. As a result, members of Generation Y seek out mentors in order to gain more useful and satisfying insights, advice, and direction on how to achieve their goals (Bennett et al. 2012). In addition, Kram (1985) confirmed that mentees benefit from role modelling since they are able to observe and absorb the mentor's every move. As a result, it is easy to see how mentorship ensures a steady stream of operations within a business. It is especially crucial if the company values and want to keep its younger employees, such as when they join. This can be accomplished if trainees are given more information about what is expected of them in the workplace. In this respect, mentoring can be useful.

Leadership

An organisation needs leaders who can motivate their teams to accomplish their goals (Stoner et al. 2016). Organizational leadership research typically focuses on how top managers make an impact on the company as a whole and how their decisions shape the company's culture and direction. Those of Generation Y who work in an environment that demands obedience to superiors learn, work together, and socialise quickly (Smola and Sutton 2002). Generation X, on the other hand, thinks that putting in a lot of effort pays off. It's important noting that they don't just put in long hours while their managers or captains are around. These workers consistently seek a middle ground between satisfying their employer's needs and furthering their personal ambitions (Wiant 1999). All of these things provide executives from the X generation a solid sense of direction, so they can steer their companies in the correct direction and make the kind of sound decisions that will propel them towards their long-term objectives (Daft 2005; Ireland and Hitt 1999).

Moral principles

It is detrimental for workers to sit alone and try to complete difficult tasks on their own, and social activity within the workplace is crucial for workers' well-being. Yet, differences in this respect have been noted between the generations X and Y in the workplace. Generation Y workers, according to Kultalahti and Viitala (2014), are more likely to participate in extracurricular activities than their Generation X counterparts. Gen Y places a premium on autonomy, adaptability, mobility, general but shallow knowledge, success, creativity, and access to information in the workplace. Generation X, on the other hand, is known for its diligence, openness, respect for variety, curiosity, realism, and deference to authority (Bencsik et al., 2016). Ryan (2000) claims that Gen Y is the most socially engaged generation since the 1960s. For this reason, it is critical to defend the different societal values held by the two generations in the workplace.

Respect

Every community, no matter how large or small, requires its residents to treat one another with dignity and respect. Employees are expected to treat one another with dignity and fairness in the workplace. O'Grady (2017) defines respect as an essential component of healthy interpersonal relationships, exemplified by a willingness to value and include others while seeking to maximise mutual benefit. It's also been observed that both the X and Y generations find solace and esteem among others who share their values. As a result, value matching facilitates the process of assigning individuals to groups (Kipnis and Childs 2004). According to Deloitte (2015), members of Generation X appreciate direction and demand to be treated with dignity on the job. Young adults today are trying to strike out on their own, and they value leaders who are transparent and honest about the challenges they face.

The term "community" is used to describe the bond that forms when a group of individuals trust each other, enjoy working together, and view teamwork as a positive means of getting things done (Zani and Cicognani, 2012). Since many members of Generation X's workforce are poor team players, personal ties are very important to them, according to Patterson (2007). Individually, they frequently attempt to solve problems or complete tasks. In the workplace, people of Generation Y tend to prefer collaborative efforts, whether they take place in person or online. Teamwork, in their eyes, is the best method to get things done and keep moving forward on projects and endeavours (Cole et al. 2002; Howe and Strauss, 2000; Skiba and Barton, 2006).

They value team member greetings and are careful to remember important dates like birthdays and anniversaries for their coworkers and team members.

Inappropriate Behaviour in the Workplace

According to Jagannathan (2014), workplace conduct or workplace attitude refers to the actions and attitudes of employees while on the job. There are noticeable differences in how each generation behaves, with Generation X typically being more reserved and laid-back than Generation Y, who tend to be more independent and goal-oriented. Typically, a large portion of a company's staff will exert themselves constantly for the sake of the company's success. Despite this, it's crucial to understand the factors that influence workers' decisions on whether to stay with or switch jobs inside an organisation. There is a generational divide among firms, and it affects worker retention and turnover rates. So, the study's authors zeroed on on previous studies on Gen X and Y's intentions to stay or leave their respective employers.

Retention

It's a method of keeping workers with one company over an extended length of time or until a specific goal has been achieved (Das and Baruah 2013). When members of Generation X are committed to staying with their current employment, turnover due to a lack of professional advancement opportunities will decrease (Weston 2006). According to Goessling (2017), members of Generation X are more likely to stay with the same company for a long time if they find the work to be engaging and can choose their own pace. Generation Y, on the other hand, places a higher value on extrinsic incentives, and this is why many of them plan to remain in their current jobs (Twenge 2010). Extrinsic rewards have been further defined by these authors to include monetary compensation and other material benefits. The company hopes that by offering these perks, they will be able to keep their Generation Y workers. One study suggests that businesses might increase their retention rates by providing career counselling programmes for employees from Generation Y. (Lowe et al. 2011).

Absence of commitment to remain

Those who have already made up their minds to leave their jobs are said to have a "turnover intention" (Jacobs and Roodt 2007). According to Price (2001), employee turnover occurs when an individual leaves a company and joins another. Sutton (2002) and Smola however focuses on that the millennials are less devoted to their employers than previous generations. If employees

do not find sufficient challenge in their existing positions, they may look elsewhere for employment. As a result, members of Generation Y place a higher value on objects associated with personal freedom than did their parents' generation, and they prefer to work in settings that allow them some measure of autonomy. If these conditions aren't met, though, millennials may look elsewhere for employment (Gardner, 2008 and Cennamo). As a result, individuals of Generation Y seek for opportunities for personal growth and professional challenge, and if they don't get either, they are likely to leave their current positions in search of more satisfying work (Queiri et al. 2014).

Methodology for Research

The SLIIT Business School Research Committee approved this study. Information was gathered from both online and paper forms. Nonetheless, the Google Form was favoured over the paper survey because of logistical constraints associated with delivering paper surveys to respondents in light of the current state of affairs in the country (Covid-19). Two parts made up the survey. The primary goal of the initial inquiry is to collect respondent personal information. Whereas the second part is designed to collect information on how different generations behave. The seven characteristics of flextime, job performance, information sharing, mentoring, leadership, community, and respect are used to quantify the independent variables. The retention and intention to leave of the two Generations 'X' and 'Y' serve as measures of the dependent variable.. The questions were created using a Likert scale with five points to measure each model variable, from (1) strong Agree to (5) strong disagree.

The researchers suggested using a quantitative approach to carry it out. All study elements were explained by the study population. A stratified sampling strategy was used by the researchers. Krejcie and Morgan's (1970) example guided the selection of the sample size. At the 95% confidence level, we decided to use a margin of error of 5%. It was determined that a sample size of 306 was necessary. But just 297 people responded, for a response rate of 7%. This kind of sampling helped acquire objective data. Thirty people participated in a pilot survey to test whether the questions were well-written and presented in a logical sequence. Email was used to disseminate the survey's web link to the participants. Researchers surveyed 297 workers from Generations X and Y at seven different international service sector corporations. Because that data collection was restricted to a single point in time, the researchers here conducted a cross-sectional analysis. Given that the researchers are unsure of whether or not the variables are

correlated, a cross-sectional study design was chosen for this investigation (Spector 2019). Mahmoud, et al. (2021b) state that cross-sectional research has a good reason to be used in a crisis (Wartime, Covid-19). Hence, a cross-sectional approach was taken for this investigation during the Covid era.

Examination of Data

The researchers started their investigation with a reliability and validity check. In the end, they used three different types of analysis to get at their conclusion.

Tests of reliability and validity yielded the following results.

The SPSS statistical package was used to analyse the survey's quantitative data. After that, they were able to establish the research's credibility and validity. The coefficient of dependability (Cronbach's alpha) was found to be 0.827. The obtained co-efficient value, however, suggested that the findings of the investigation were quite credible. Generation X and Y employees from a cross-section of service industry organisations made up the 297 respondents to the poll. With these responses, we were able to determine the Cronbach's alpha. Cronbach's alpha for the variables in this analysis was calculated to be 0.827. Researchers checked the reliability of their survey's sample using KMO and Bartlett values. 0.727 was found to be the value shared by KMO and Bartlett.

The primary goal of this research is to identify, using the study's sample, which employees are most likely to remain with their respective companies. Researchers recoded responses in order to achieve this goal, combining mean values of exit intention and retention replies into a single scale. In order to derive the predicted analysis of the workers based on these data, the researchers followed three key analysis investigations.

Prediction using descriptive statistics was the initial way of analysis. According to the findings, the average generation 'X' worker has a value of 3.5052, whereas the average generation 'Y' worker has a value of 1.9494. The majority of 'X'er respondents disagree with statements about their likely departure, as seen by their responses. In contrast, most members of Generation Y who participated in the study gave answers of either "Strongly Agree" or "Agree" when asked about statements about their intent to leave the company. So, it has been determined that members of Generation Y are more likely to voluntarily leave their employers than members of Generation X.

Researchers obtained samples of data from which to draw their conclusions. When looking at the sample as a whole, however, the mean numbers given for lower bound and higher bound, 3.4171 and 3.5932 respectively, indicate that Generation 'X' respondents Disagree to leave the organisations. Yet, when it comes to employees of the Generation Y, the mean values for the lower bound and upper bound are 1.8364 and 2.0624, respectively, indicating that these workers still Strongly Agree or Agree to leave their firms.

And as indicated in Table the researchers also calculated the precise number of employees who will remain with the company based on their sample.

	Frequency	Percentage
0 = Retain	149	50.2
1 = Leave	148	49.8
Total	297	100.0

Researchers predicted employee turnover by assigning a value of '0' to those who would remain with the company and a value of '1' to those who would depart. As a result of these results, we know that only 149 of the 297 employees in the sample will remain with the same company, while the remaining 148 will quit.

Regression Analysis of Binary Data

The researchers also used Binary Logistic Regression to make predictions about which of the two generations of workers would stay and which would eventually leave. The outcomes are presented in Table44.

Table 4 shows the results of a predictive analysis using Binary Logistic Regression for the X and Y generations. (Data generated by the SPSS Binary Logistic Regression Test).

	Leave or retention		Percentage correct
	Leave	Retention	
<i>Step 1</i>			
Leave retention	86	63	57.7
Overall percentage	48	100	67.6
			62.6

^aThe cut value is .500

Based on the findings of Table shows that , it can be predicted the number of employees who will retain; i.e. out of the 149 employees who retain, only 57.7% employees will retain within the organizations. On the other hand, it can be predicted the number of employees who will leave: i.e. out of the 148 employees who leave, only 67.6% will leave the organizations. Hence, it is seen that the percentage values of intention to leave is higher than that of the value of retention of the employees at the workplaces.

Neural network analysis

Nevertheless, it was needed to predict with more accuracy to find who will retain and leave. Hence, the researchers followed neural network analysis to continue the prediction.

Table 5

Predictive analysis of generations X and Y using neural network analysis. (

Source: SPSS Neural Network Test Output)

Training	Cross Entropy Error	51.033
	Percent Incorrect Predictions	8.4%
	Stopping Rule Used	1 consecutive step(s) with no decrease in error^a
	Training Time	0:00:00.22
Testing	Cross entropy error	22.167
	Percent incorrect predictions	8.8%

Leave or Retain is the dependent variable.

error estimates are calculated using data from the testing sample

Using stratified sampling, the researchers used 70% of their data set for training and 30% for testing. It follows that 8.4% of inaccurate predictions were made during training, and 8.8% were made during testing. That is to say, the accuracy of the prediction is 91.6% in the training set and 91.2% in the testing set. This analysis approach is likely more precise than the Binary Logistic Regression. This prompted the researchers to keep their eye on the predictions of workers, and they've provided some more context for their findings .

Table 6

Predictive analysis of generations X and Y using neural network analysis. (

Source: SPSS Neural Network Test Output)

Sample	Observed	Predicted		
		.00	1.00	Percent correct
Training	.00	84	15	84.8%
	1.00	2	102	98.1%
	Overall Percentage	42.4%	57.6%	91.6%
Testing	.00	36	6	85.7%
	1.00	1	37	97.4%
	Overall Percentage	46.3%	53.8%	91.3%

Leave or Retain (as the dependent variable)

Data shows that 98.1% of the training set will be dropped, whereas 85.7% of the testing set will be dropped. So, it can be shown that researchers have been able to accurately forecast whether or not an employee from Generation X or Y will be leaving the company by using Neural network analysis.

Discussion

The primary aim of this study is to identify the prognostic The primary goal of this study is to do a prospective examination of how Gen X and Y will perform in the workplace. Hence, the researchers polled 297 workers from various companies. Hence, they made sure their data was legitimate and trustworthy. Researchers used SPSS to run a reliability analysis and a KMO analysis to get there. The KMO results were 0.727, and the total dependability was assessed to be 0.827. It was determined from these values that the data set acquired is genuine and dependable, allowing us to move forward with more analysis techniques towards our research goal.

To get to their conclusion, the researchers used three distinct analyses. They began by using a descriptive analytic test to determine whether or not members of Generations X and Y planned to depart the company. As can be seen from the data, members of Generation Y are more likely to

agree with the statement "I want to leave my job" than members of Generation X. After that, they used a second kind of analysis called binary logistics regression to foretell employee retention and turnover intent. The findings confirmed the predicted percentages of workers who will stay with their current employers and those who will depart. The researchers used neural network analysis as their third and last way of analysis to guarantee a high degree of accuracy for prediction. More correctly than the alternative study based on the number of employees who decided to retain and/or leave in the two Generations X and Y, this analysis projected the percentage values of employees who are likely to retain as well as depart the firm. The 297 participants used to calculate these results represent a representative sample.

Companies should give considerable thought to the generational differences in their workforce (Mahmoud et al. 2021c). According to Glass (2007), one of Generation X's most notable traits in the workplace has been its emphasis on results rather than processes. In addition, members of Generation X cannot subscribe to the egocentric "me" concept. They are considerate and thoughtful (Johnson 2010). In other words, millennials place a higher value on extrinsic regulation (both material and recognisable) than prior generations, while placing a lower value on extrinsic regulation (both social and introjected) (Mahmoud et al. 2020a, b). According to previous research, this study indicated that members of Generations X and Y share commonalities in their work habits, morals, and ethics. Among the selected service sector companies in Sri Lanka, the average values of the independent variables nature of working styles, personal values, and social values show that employees of Generation 'X' have a greater emphasis on social values, while employees of Generation 'Y' place a greater emphasis on personal values.

Members of Generation X are more inclined to agree with Wiant's (1999) assertion that one should work hard even when one is not being watched. As an added bonus, these workers are aiming for both personal and corporate success. Members of Generation Y, on the other hand, place a higher value on freedom-related things than those of Generation X did, and they prefer to work in settings that give them autonomy. All of those results were replicated in the current study. The findings of this study suggest that Generations X and Y's different approaches to work have significant ramifications for how people behave in the workplace in Sri Lanka. As a result, it is clear that the employees of Generation X are the ones most impacted by the shift in the character of the workplace.

According to Weyland (2011), mentoring enables Generation Y workers to excel in their jobs by providing them with direction, encouragement, and feedback. Younger 'X'ers value hard work as a measure of success. They don't put in extra effort solely when their superiors or team captains are around. These workers relentlessly pursue both professional excellence and personal growth (Wiant 1999). Personal values also influence the actions of Generations X and Y in the workplace, according to the selected service sector organisations studied in this study. Generation Y workers are particularly vulnerable to this shift because of their own values.

Ryan (2000) argues that Gen Y is the most politically engaged generation since the 1960s. In addition, they contribute to the development of productive, pleasant, and technologically advanced places of employment. Leaders that are straightforward, honest, and upfront gain the respect of Generation Y personnel (Arora and Dhole, 2019). About Generation X, the current researchers were able to uncover information from previous studies that offered conflicting perspectives on the importance of belonging to a community. The present researchers were able to determine that Generation Y employees are more sociable than Generation X employees by drawing on the previous literature. Moreover, it has been observed that, based on their sample, Generation X workers have been affected more than any other group by a single shift in social ideals. In other words, if Generation X workers are exposed to an increase of one unit in social values, they will adapt their conduct in the workplace sooner than Millennial workers.

People of Generation Y are often trying new things, both personally and professionally (Ruble 2013). When compared to other generations in the workforce, Generation Y has a greater turnover rate (Twenge 2006; Lancaster and Stillman 2003; Tulgan & Martin, 2001). According to Kerslake (2005), this is because members of Generation Y are prioritised in terms of their own ambitions. As a result of their commitment and the versatility of their skill sets, businesses are actively seeking to keep Generation X workers on staff. Despite these results, the present researchers have shown that, at least in the selected service sector organisations, employees of Generation Y are more likely to want to leave their jobs.

Conclusion and Recommendations

As a result of their data analysis and subsequent debate, the researchers came to a few conclusions about the future of Generation X and Y in the workplace.

Descriptive analysis was the initial kind of analysis used by the researchers to compare the likelihood of employees from Generation X and Y to resign. Workers in the Generation X cohort were found to have a mean value of 3.5052, whereas those in the Millennial cohort averaged 1.9494. To summarise, the majority of 'X' generation respondents indicated a desire to stay with the company, whereas the majority of 'Y' generation respondents indicated a desire to depart. In the selected service sector enterprises in Sri Lanka, it has been found that employees from Generation Y are more likely to quit than those from Generation X.

The researchers used a second kind of analysis called Binary Logistic Regression to make predictions about which of the two generations of workers would be more likely to stay with the company or to depart. According to the data, just 57.7% of the 149 current employees will remain with the company. Yet, only 67.6% of the 148 departing workers are expected to leave their current employers. It follows that the percentage of employees planning to leave their jobs is greater than the percentage planning to stay.

The researchers also used Neural Network Analysis as a third type of analysis to continue their prediction with greater accuracy to figure out who will stay and who would go. According to the results, it was found that 84.8% of the training set would be retained and 98.1% would be dropped, while in the testing set, 85.7% would be retained and 97.4% would be dropped. As can be seen, the researchers were able to accurately forecast whether or not a person from Generations X and Y would be departing the business using Neural network analysis. Yet, these results allowed the researchers to conclude that employees of Generation Y are more likely to leave the selected private enterprises operating in the service sector in Sri Lanka than employees of Generation X.

The current research team predicted and compared the generations X and Y in private sector enterprises in Sri Lanka. Thus, experts advise subsequent researchers to base their studies on the upcoming Generations, such as Generation Z and Generation alpha. Despite the fact that the research issue was discovered in both service and industry sector firms, the focus of the present study was limited to those businesses that fall under the service umbrella. In light of this, future studies of the same research subject should broaden their scope to include the public sector and other industries and should increase the number of variables and participants studied.

The findings of this study suggest that organisations in the service industry should offer leadership development programmes to members of both Generations X and Y. Mentoring programmes may help businesses of all sizes and across all generations improve the morale and productivity of their staff by identifying and addressing the unique challenges faced by each generation. Gen X workers should be kept abreast on industry news and encouraged to use their initiative in the workplace. The use of such methods aids workers in standing out, delivering exceptional results, and establishing their worth to their employers. In addition, managers are encouraged to build stronger relationships with their staff members if they want to reduce the likelihood that Generation Y workers will consider leaving their companies. Managers can serve as the link between employees and their companies, allowing the latter to improve the working conditions of the former by, for example, creating more pleasant and healthy offices and increasing the attractiveness of the latter's compensation and benefits packages. The goal is to increase the percentage of Millennials still with the company after two years. Because of this, businesses are more likely to accomplish their missions when human resources are handled strategically.

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Impact of Talent Management strategies for Employee retention in Indian IT Sector.

ABSTRACT

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Background: In the Delhi-NCR region, staff retention is dropping in the IT sector. Talent management techniques are proposed in this study as elements that boost employee retention in the IT industry.

Objective :Understanding the notion of talent management, the effects of recruiting and selecting candidates, coaching and mentoring, and compensation on employees' performance, are the goals of this study.

The study used a descriptive research methodology. Employees in the Delhi NCR region's IT sector made up the sample of respondents.

Results: The study discovered that employee retention was positively and significantly impacted by talent management techniques.

Conclusions: The conclusion 285 respondents were chosen from the IT industry employees using basic random sample methods and stratified sampling methods. The structured questionnaire was made for the analysis Descriptive statistics, correlation and regression analyses were used for the data analysis. Findings of this study was that talent management practices are important factors for the consideration of employee retention for organization effectiveness and productivity.

Introduction ;-

The retention of personnel within the company is greatly aided by talent management. It is one of the internal variables that play a major role in the company's success. According to Julia Christensen (2008), talent management is crucial for maintaining a balance between employees' talents and those of the firm. Paul R. Sparrow (2015) notes in his study that as people are the

firm's most important resource for efficient operation, the organisation must raise employee performance. When a corporation reaches the benchmark it has set, the performance of its employees can be seen. Therefore, in this competitive world, employee performance must increase if the organisation is to achieve its goals. He disclosed in Deborah R. Philips, et al. (2009).

The impact of talent management on Valencia employees' performance was not found to be very significant, according to Roberto Luna Arocas et al 2019 .'s study (Spain). More efforts must be made to keep the talent within the organisation. The primary tool used by the corporation to identify and improve employees' knowledge, abilities, and skills in order to increase employee performance in order to meet organisational objectives is talent management.

Talent Management Process	
Organizational achievements	Employee

Recruitment	Right employees
Performance management	Performing the right job
Succession planning	Right time
Training and development	Right place
Retention	Right skills and ability

Note. From “A Framework for Talent Management,” 2007, *Workforce Management*, 86(12), pp. 7-8.

Review of the Literature on Talent Management and Worker Performance

Employees with higher talent are viewed with greater respect than their coworkers. Their unique perspectives and specialised knowledge help the organisation achieve its objectives. According to Cappelli and Keller (2014), talent management is the process of creating policies and procedures to attract, develop, deploy, and keep talent in an organisation in order to achieve its long-term objectives.

As stated by (Muriithi & Makau, 2017), (Muriithi & Makau, 2017) state Additionally, (Gupta & Aggarwal, 2012)) explain in their study that managing personnel effectively and efficiently is a major problem in the modern day in order to remain competitive. Additionally, an organisation can achieve its goals through talent management (Gupta & Aggarwal, 2012). Organizations must implement effective talent management strategies to compete in the current business environment. These strategies include attracting talent through recruitment and selection, developing talented employees to meet current and future skill requirements, and managing and retaining employees for the competition (Stahl et al., 2007).

The performance of brilliant personnel is possible in every firm to achieve the competitive gain. Employee output is a person's output that contributes to the organization's goal being achieved (Sheikh, Tunio, & Shah, 2017).

According to (Ndola, Kingi, & Idua, 2017), talent management strategies look at employees' performance. Talent management techniques, such as career development, work-life balance, and talent development, have a favourable impact on employees' performance. (Dixit & Dean, 2018) investigates the relationship between talent management techniques and employees' performance and job satisfaction. According to (Mangusho, Murei, & Nelima, 2015), talent management strategies have an effect on employees' performance

Employee Retention

Every firm in the modern world places a high priority on employee retention. Retention plays a crucial part in preserving a competitive environment (De Long & Davenport, 2003; Schramm, 2006). According to (Kaliprasad, 2006), HR provides a variety of options and chances for luring and keeping talent in the company. When companies give a variety of incentives, such as pay and benefits, balance work and personal obligations, and foster a positive workplace culture, retention rates rise (Messmer, 2006).

Employee retention has been the subject of innumerable publications, seminars, and research projects over the past few years. Each study focuses on the reasons why employees leave the company (Frank et al., 2004). Although the studies' explanations vary, the results will be the same. They are producing the same outcomes. Employees leave their current employers for a variety of reasons, including not receiving pay and benefits, a poor work environment, a poor work culture, poor relationships with their superiors, a lack of work-life balance, a lack of

interest in their jobs, a lack of career opportunities, and unfulfilled trust in senior management. Additionally, they have the option to transfer to another company where they will receive full benefits and prospects for advancement (Kaliprasad).

When there are problems with retaining and attracting personnel, a senior team member visits HR for advice (Patel, 2002). HR offers professional opportunities and a variety of challenges to the workforce. The market equity, incentive pay, retention incentives, and stock options are the key solutions that the compensation professionals utilise to address retention concerns. In a similar vein, a benefits specialist concentrates on the flexible benefit plans that are effectively articulated and provide professional chances for advancement (Kates, 2006).

The most effective personnel management strategies for handling employee retention are (Farley, 2005). The organization's primary goal is to improve the employees' skills and offers them a variety of options (Farley). The organization's resources, including the line management, HR, employee communications, and PR teams, are cooperating to solve the problems .

Review of Literature

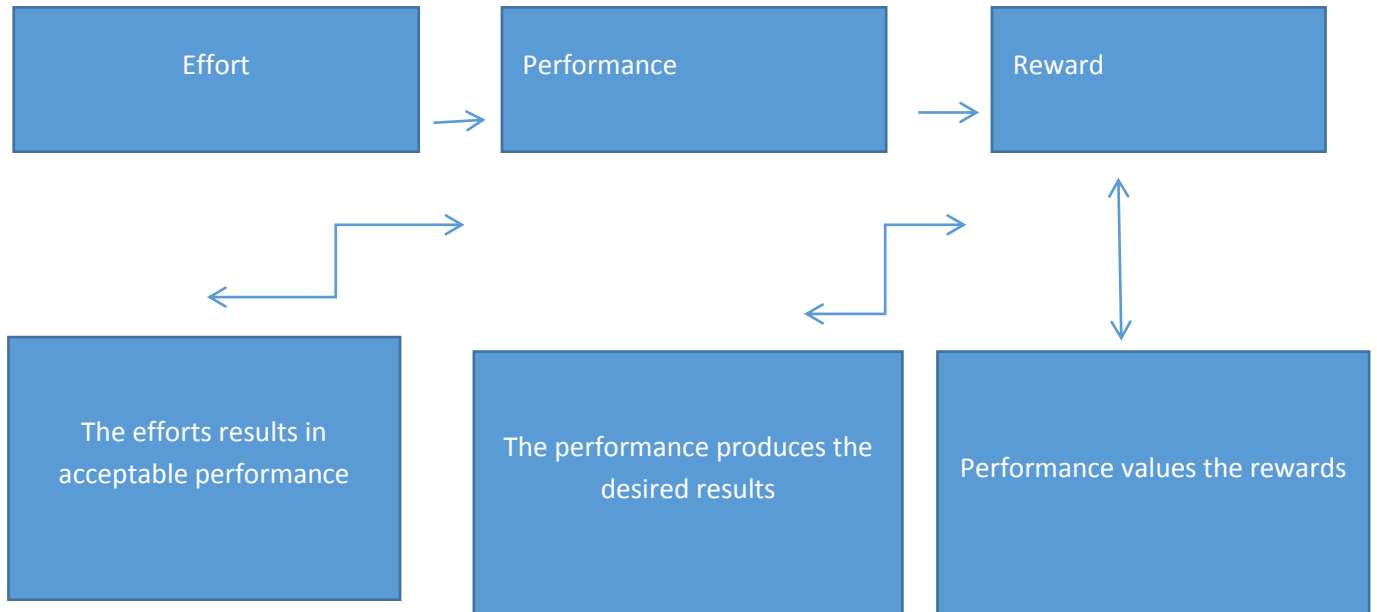
Theoretical Review

Expectancy Theory

Victor Vroomin is the author of the expectation theory (1964). According to this hypothesis, individuals will exert greater effort when they anticipate receiving a reward for their efforts. Performance management and feedback were a factor in this notion (Salaman, Storey, & Billsberry, 2005). It has a direct impact on the working environment (Lunenbug, 2011). According to Armstrong and Taylor's (2014) research, when employees are aware of their roles, it encourages them to earn rewards. This demonstrates that an employee is motivated if they perform well and receive timely feedback on their work. The valency-instrumentality-expectancy (VIE) theory serves as the foundation for the idea of ET (1964).

In essence, it is a concept of aims. Regard is shown for the employees' feelings. (Muriithi & Makau, 2017) claim that (Muriithi & Makau, 2017). In addition, (Gupta & Aggarwal, 2012)) indicate in their study that effectively and efficiently managing staff is a crucial issue in the modern era in order to remain competitive. Additionally, talent management can help an organisation accomplish its objectives (Gupta & Aggarwal, 2012). In order to compete in the contemporary business environment, organisations must put into place effective personnel

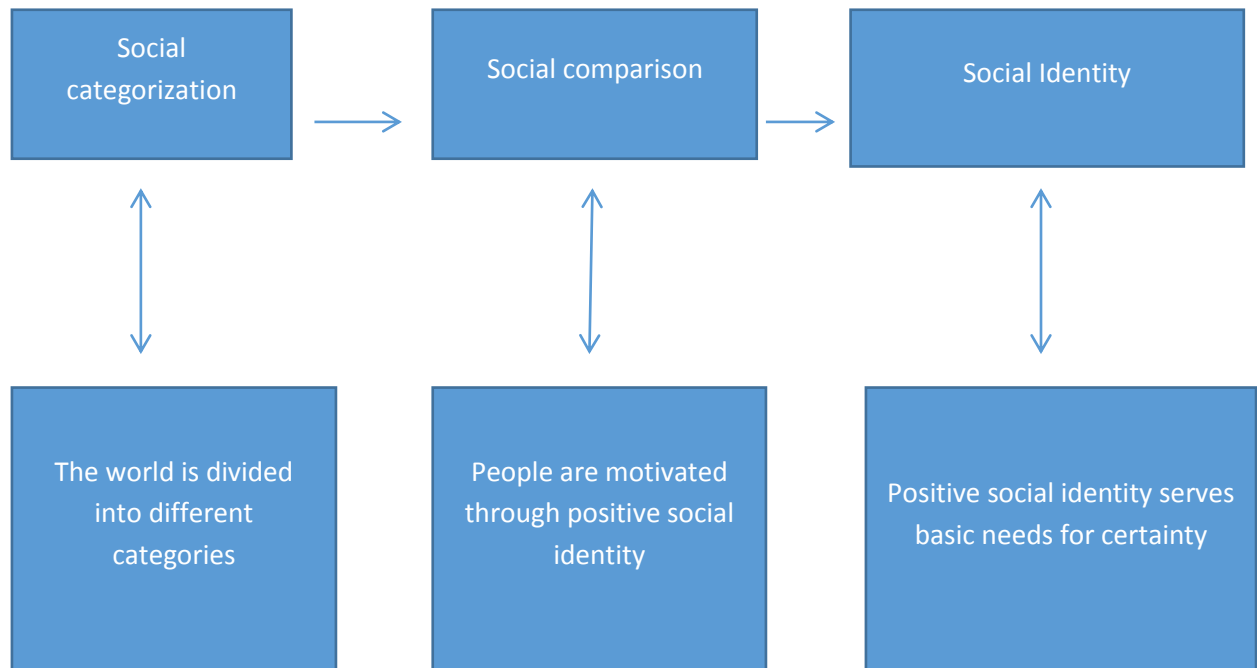
management strategies. These tactics include finding and developing talented individuals to satisfy present and future skill requirements, managing and keeping personnel for the competition, and enticing talent through recruiting and selection (Stahl et al., 2007)



Vrooms Expectancy theory

Social Categorization Theory

The social categorization theory (SCT) describes how employees perceive themselves. Henri Tajfel and John Turner have developed this idea with a constrained focus (Turner & Reynolds, 2010). Social characteristics like gender, age, race, occupation, duration of service, and group are associated to it. According to this idea, it is useful to understand a group member's (in-group) feelings rather than the feelings of the out-group. This hypothesis is useful for explaining how individuals who have the same demographic characteristics—gender, age, and tenure—behave in the workplace. Many critics claim that it is impossible to explain why one group of employees behaves in such an unreliable and dishonest manner.



Objective of the study

1. To understand concept of Talent Management.
- 2.To understand the impact of Recruitment and selection, Coaching and mentoring and Compensation on employees performance.

Scope of the study:- To helping the employees about their functions and roles in the organization. To know better understanding about the strength and weakness according their roles and functions .To known about the talent management practices and the effect of it for retaining the talent . To know how talent management increases the performance of employees.

Type of data collection:- Primary Data : "Primary data is that which is collected for the first time primary data is also called basic data or Original data." It is collected through Questionnaire, through Interaction with Employee.

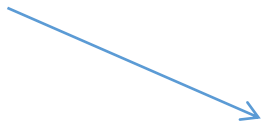
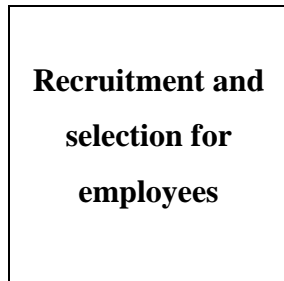
Total Population: - 285

Sample Size: - 50

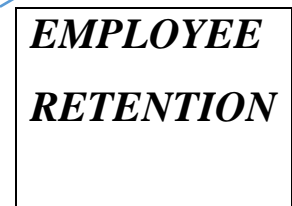
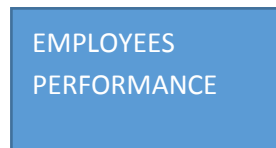
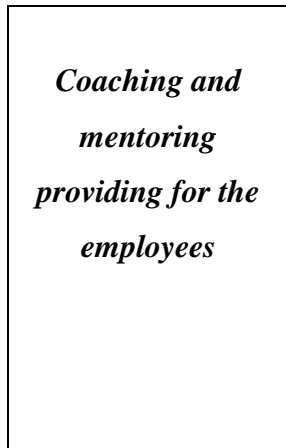
Analysis Technique: - Random Sampling and Questionnaire technique selected by researcher to collect the data from the respondent.

Theoretical Framework

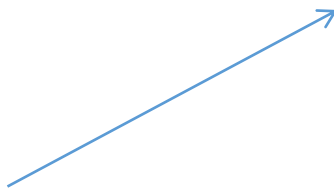
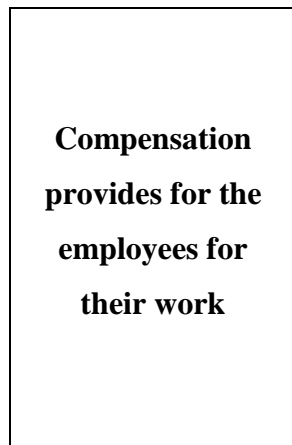
The following theoretical framework has been developed after the study of various review of literature regarding talent management practices and employee performance and employee retention.



H1; Recruitment & selection positively influence employee performance for retaining the talent



H2; Coaching & mentoring positively influence employee performance for retaining the talent



H3; Compensation influence employee performance for retaining the talent

<i>Table 1 –Reliability Statistics Variables</i>	Cronbach Alpha Value	Number of items
Recruitment & Selection	0.751	6
Coaching & Mentoring	0.834	11
Compensation	0.832	7
Employee Performance	0.811	8

The correlation values can be seen in Table 2. Recruitment and selection are positively correlated with employee performance ($r= 0.789$, $p 0.05$), while coaching and mentoring are positively correlated with employee performance ($r= 0.832$, $p 0.05$), according to the analysis of correlation. Employee performance and compensation were positively correlated ($r=0.821$, $p0.05$).

Table 2 –Pearson correlation (Recruitment and Selection, Coaching and Mentoring, Compensation & Employee Performance)

Variables	EP	R&S	C&M	C
EP (N=285)	1	.789	.832	.821
Pearson Correlation				
Sig. (2-tailed)	.000	.000	.000	

Note: EP (employee performance), (Recruitment and Selection), (Coaching and Mentoring), (Compensation).

The results of the multiple regression analysis are summarised in Table 3 with the dependent variable being employee performance and the independent factors being recruiting and selection, coaching & mentoring, and compensation. Positive results from regression analysis include values of $p= 0.05$, $F (3, 360) =332.831$, and $R^2 = 0.732$, demonstrating that the recruitment and selection process, coaching and mentoring, and compensation have all had an impact on employee performance. Therefore, the unstandardized beta () of recruitment and selection was 0.252 , $p 0.05$, indicating that these factors have a positive and significant impact on employee performance; the unstandardized beta () of coaching and mentoring was 0.172 , $p 0.05$; this demonstrates that these factors have a positive impact on employee performance; and the

unstandardized beta () of compensation was 0.387, p 0.05; this demonstrates that factors such as compensation have a positive and significant impact on employee performance.

<i>Table 3 – Regression Analysis Variables</i>	B	Std. Error	t	Sig.
Recruitment and Selection	.252	.052	4.687	.000
Coaching and Mentoring	.172	.042	3.725	.000
Compensation	.387	.051	7.453	.000
R=0.852		R2= 0.732		F (3,360) = 332.831

Discussion

The influence of talent management methods and their impact on worker performance in the IT sector were the main subjects of this study. Because the data show a positive and significant effect with a p value less than 0.05, the first hypothesis of this study, that recruitment and selection for recruiting a talent has a beneficial effect on employee performance, is accepted. Therefore, recruitment and selection are crucial for luring in skilled workers, which in turn affects how well individuals perform in IT organisations. The study's findings were consistent with the studies' recommendations (Jolaosho et al., 2018; Pahos & Galanaki, 2018; Rahmany, 2018).

Because the p value is less than 0.05, the second hypothesis of the study—that coaching and mentoring for the development and learning of talent has a beneficial influence on employee performance—is accepted. The outcomes are consistent with those of different investigations (Mundia & Iravo, 2014; Neupane, 2015; Raza et al., 2017). The final hypothesis of this study, that reward for talent retention has a beneficial impact on employees' performance, was similarly accepted because its p value was less than 0.05. Therefore, remuneration is quite helpful for improving employee performance, retaining talent, and keeping individuals who have talent

(Hameed et al., 2014; Sulaefi, 2018). This study provides empirical evidence linking employee performance with talent management strategies

Conclusion

The primary areas of focus in this study include talent management techniques related to hiring and selection, coaching and mentoring, and remuneration for talent retention and their impact on employee performance. This study investigates if these methods have a favourable impact on employees' performance. In order to satisfy the organization's present and future needs, the IT sector needs to develop more strategies for luring, nurturing, and keeping talent. And to improve employee performance so that the organisation performs better. In their research, (Callings et al., 2015) also found that talent management is crucial for attracting and keeping people as well as for meeting the organization's future needs.

Additionally, (Sheikh et al., 2017) mention in their study that an organization's purpose can be reached by the performance of its employees. The study's findings also suggest that the IT sector should adopt more talent management strategies for employee growth and retention.

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A Critical literature review on Talent Management: A Research Agenda for the IT Workforce

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Abstract

In today's competitive world Talent management plays a very important role and has attracted the researcher's attention to research as manpower has been a very important aspect for a competitive edge. Talent management has many faces so, every organization execute their strategy. In today's growing world talents are highly demanded in every organization. Various organizations execute talent management but many issues are not investigated properly. The objective of our research is to move on the directions where the studies are unexplored. This paper reviews and explores the studies on IT sector and identified the dimensions where research has been done and gives direction for future research. The second objective of this study is to understand the basic concept of talent management and to examine talent management strategies in the IT sector. This is a descriptive study and based on secondary Data such as journals, articles on the topic. The paper highlights the strategies adopted by IT sector like providing career growth opportunities for the employees, create a good and positive working environment for the employees to stay for a longer period time, providing continuous training and development programmes for the individuals, giving rewards and incentives for their good performance. The researcher concluded that the IT sector is people-driven industry/sector as a consequence the management has to be more focused on employees involving development and the best strategies to be adopted for the employees.

Keywords: Employee retention, Employee Engagement Talent, Talent management, Talent Pool, organization performance, job satisfaction.

Introduction

In the present scenario talents are highly demanded and it is very tough to attract, deploy, retain, and develop them. Every organization give preference to talent management as compared to other HR systems and they know they have to be more realistic to deal with the employee with the right knowledge, skills, abilities behaviours and relationship to accomplish the business objective(Morgan and Jardin, 2010). Organizations practice talent management system but they are not fully informed about the talent system. Each researcher defines talent management in discrete ways. Some researcher says in terms of capable employees in the organization other says highly skilled, educated people are talents and some says that organization can make talents by succession planning. Many researchers have pointed out many issues of talent management but many issues have remained to be pointed out. In this modernization & competitive world employees are the main part of the organization and plays a very important role in the decision making process for expansion of the organization, for new product development, in competition management and so on Researches have examined that if the people do not know about new technology and practical experience they cannot facilitate the organization. In this pool, talent management plays an important role for a fruitful process to make sure every individual can perform according to the organization standards and expectations (Heinen and O'Neil, 2004; Nilsson & Ellström, 2012; Thunnissen, Boselie, & Fruytier, 2013; Khilji, Tarique & Schuler, 2015; and Glaister, Karacay, Demirbag, & Tatoglu, 2018). Talent Management means to attract the talented people, to motivate them and to improving employee performance, engagement of employees, to retain the best- talented people and ensured continued critical roles coverage to maintain the satisfaction of employees (Christensen Hughes, & Rog, 2008; Vaiman, Scullion, & Collings, 2012; Llamas, 2018; and Glaister et al., 2018).

Many researchers have given various definitions of talent a different point of view. Definitions were depended based on strategies adopted by the organization, the nature of the organization and the competitive Environment (CIPD, 2007). Tensely (2011) mentioned that there is no particular definition of “talent”. The talent definition depends upon the language which is shared inside the organization. Many organizations don't know the talent definition. Let manage by his way (The Economist, 2006). , Morton (2004) explores that talent is those people who have a consistency of transformation to the function of an organization. Goffee and Jones (2007) cheer

Morton's definition says that talent is a combination of knowledge, skills and philosophies who have the power to make value from the live resources. Pruis (2011) postulates that talent is an internal thing that enhances own's personality which does not require any appraisal from others. Talent is special of an organization and it is affected by various factors like organization, nature, peoples are changed by the time (Chartered Institute of Personnel and Development (CIPD), 2007).).From all definitions, we conclude that talent is the fittest employee in the organization who give their best efforts for achieving the goal of the organization.

Talent Pool: Every organization have a bunch of their talent to talent pools. In some of the organizations, these pools are categorized in senior and junior levels for many positions. The other says a particular group of persons as a group of talented people (Tensely, 2011).

There are many definitions of talent management but there is no clarity what is exactly means(Lewis and Heckman 2006) .Stephenson & Pandit (2008) and other researchers explore that putting the right person at the right place at the right time with the right skills and knowledge in the organization is talent management. Others say that accepts the hole things of the organization like developing, attracting, retaining selecting the fittest manpower in the existing positions (Stahl et al., 2007). CIPD express in his study that talent management as the attraction, development, deployment and retention of highly capable employees who are precious value for the organization (CIPD, 2009). Talent management includes (HRM) process and focuses on the development, attraction and retention of talents (Lewis and Heckman, 2006. In another manner, we can say that talent management includes all the things human resource management (Stewart. & Harte, 2010). According to Iles et al. (2010a) and Capelli (2008), talent management and HRM provides a correlation with the contradictory investigation. They express these definitions in three-point of view which is as follows:-

1. Talent management concept is not different from the HRM concept. It involves all the activities of HRM therefore it says that it is a new term of HRM which change from the traditional to a modern concept. The modern concept has concentrated on how talent to be managed tactfully.

2. Talent management includes HRM with definite importance: Talent management uses the same things as HRM and organization development, but talent management focused on talented people, the focus of attention is “talent pool” both internally and externally.

3. Talent management focuses on talent development by the succession of talent in the organization. Their emphasis on the flow of talent in place of the talent pool. The origin of theory taken from operational and logical theories. Talent management programmes are making to develop talent pools for giving various categories of job and emphasis on the progress of employees who are giving his talent for the success of an organization.

Why having Talent Management is so important?

The important Reason for talent management is that it gives a certification of an organization to attract and retain talented people. A Second important reason is the engagement of employees as explores by Morton (2005) who considered that talent management is the basic reason of engagement of employees. Hence, the combination of these terms has an important factor for the success of the organization(Hughes& Rog, 2008). After the 2008 global financial crisis, the organization minimize its cost and emphasis on the capability to become a trainee. A well-organized strategy to deal with organization hurdles and enhance business growth (Rowland, 2011).On the other side, talent management gives strength and increases the knowledge management (Whelan & Caracary, 2011).Knowledge is the extraordinary asset of an organization and one of the important tool of competitiveness (Kiessling & Harvey, 2006). Hence, it is a crucial time to hire these people with good knowledge, experienced and retaining them. The employee's knowledge, skills, capabilities enhance the competitive advantage (Colling & Mellahi, 2009). There is a lacking of skilful talent management but CIPD (2010), explores that organizations are more focused on talent management for creating knowledge, sharing and retaining the employees. Hence, they are having a better understanding of talent management and knowledge management which enhances towards powerful talent management (Whelan & Caracary, 2011).In this scenarioorganizations have to be a balance between the talent to be needed and the effective talent management. (Whelan & Caracary, 2011). These two main sources are the most important issues for success or failure.

Literature Review on Talent Management

Abdul Ghani Faiyyazl & Mohd Junaid Ahmad (2016) in their research titled “Talent Management: A Review Contribution to Present Literature” explored the variables of talent management and identified the theoretical framework of talent management. The methodology was taken on the literature review content from 2006 to 2015 and forward for the future study. The study results that there is more scope for research in the field of talent management. Clarke, M., and T. Scurry (2017) in their research titled “The Role of the Psychological Contract in Shaping Graduate Experiences: A Study of Public Sector Talent Management Programmes in the UK and Australia. The study concluded that efficient and effective talent management programmes lead to a higher level of productivity and also spread the friendly environment at the workplace. A newly recruited employee generally has fear of uncertainty and goals clarity, this leads to confusion in the minds of the fresh employee and this might leads to dissatisfaction, suggested that a well-planned talent management programme should be scheduled for new and old employee and it should be implemented with lots of care.

Krishnan, T. N., & Scullion, H. (2017) in their research titled “Talent management and dynamic view of talent in small and medium enterprises”. The nature and the structure of the SMEs being quite different as compared to large scale organizations , (distinct in their working style, management policies for the welfare of the employee, different work-life balance patterns, role ambiguity, autonomy, working conditions, job evaluation methods etc.). Therefore, a rigid talent management system cannot be so productive all the time, so it need to be more dynamic and employee-centric as per the psychological patters of the workforce. Thunnissen, M., & Buttiens, D. (2017) in their research titled “Talent management in public sector organizations: A study on the impact of contextual factors on the TM approach in Flemish and Dutch public sector organizations”. The study concluded that key talent is required to gain the competitive edge over other in this tough competition era. To retain and engage there key personnel the organization hires talent management leaders. As there are many contextual factors which might affect the success of talent management programme for instance; psychological aspect of each one is different, nature ofthe job, the difference in compensation structure, the mindset of the top management, the behaviour of immediate boss, stress etc. are very decisive for a grand success of the Talent Management Programme.

Dr Ashraf Tag-Eldeen (2018) in their research titled “Talent Management: A Case-study Investigation in Hospitality Operations, used case study methodology to examine the problem and propose a relevant strategy and developed an empirical framework for the study. The study used survey questionnaire at both levels for authenticity. The findings of the study highlighted the importance of the concept of human resource development to increases the quality of employee’s performance and also explored the talent management approaches for organization development. Md Asadul Isla, Amer Hamzah Jantan, PhD (Corresponding Author), Fariha Binte Mahmud, Ashikul Hoque (2018) in their work on “Talent Management for Organisational Performance Development in Bangladesh -Private Industry Context”. The objective of the study was to evaluate the challenges of talent management (TM) practices within private organisations in Bangladesh. This was an exploratory study , data collected by unstructured interview method from 10 respondents (7 experts from the private sector organizations and 3 scholars from the universities). The researcher identified the talent management challenges through the respondents.

Odunayo Salaun, Adewale Osibanjo, Anthonia Adeniji, Olumuyiwa Oludayo, Hezekiah Falola, Ebeguki Igbinoba, Opeyemi Ogueyungbo (2018) in their research titled “Talent management practices and innovative performance of academic staff in the private university of Nigeria” explored the talent management practises. This being quantitative study data were examined through structural equation modelling. The findings were talent development and retention strategies act as a predictor to facilitates the innovative performance in the sample Universities. Foteini Kravariti and Karen Johnston (2019) in their research titled “Talent management: a critical literature review and research agenda for public sector human resource management”. The study showed that, in the current competitive world, the key personnel become a vital asset for the organization. To achieve the objectives, the support and productivity of the talented workforce required. To make this possible various strategy has to be adopted for example; proper training and development, innovative leadership styles, fair treatment, good working condition, autonomy in decision making, handsome incentive programmes, quality of work-life etc., may crates wonders for the organization to sustain for long period.

Karin A. King a, Vlad Vaimanb (2019) in their research titled “Enabling effective talent management through a macro-contingent approach: A framework for research and practice”. The objective was to explore the 3 pivot shifts for effective talent management practises and gives a future framework for the study. This study showed the conceptual review of talent management and finds three limitations for the forward development of the topic. Kajsa Asplund(2019)in their research titled “ When profession trumps potential: The moderating role of professional identification in employees’ reactions to talent management”, the objective of the study was to explore employee reactions to talent management decisions. The study took 60 primary and secondary schools and employed full-time teachers of big public sector organizations in Sweden. The result shows that the conventional talent management was less effective for enhancing the favourable attitudes and behaviours in the education sector. Christian Wiradendi, Hera Khairunnisa and Dedi Purwana (2020) in their research titled “Implementation Talent Management to Improve Organization’s Performance in Indonesia to Fight Industrial Revolution 4.0” , the study postulated that, organizational success and performance depend on the key personnel and its productivity level. To ensure the required level of retention and engagement of talented employee various factors has to be examined and treated for instance; training and learning programmes, career development opportunities, competent salary packages, autonomy in work, work-life balance and quality of work life.

Marwan Abbas, Mohammad Tayseer Alshaboul and Dazmin Bin Daud (2020) in their research titled “Talent Management and Service Quality in the Jordanian Information Technology Companies”, the study concluded that Jordanian IT companies are facing the problem of high attrition and low service quality. The study concluded that Talent management system is not gaining popularity in Jordan, this is the major concern for the organizations. Therefore, it is required from the part of policymakers to develop a system in which talented employees will grow and nurtured well, alongside this various practices has to adopted for example; creativity in a job, less stress and workload burden, remove the fear of job insecurity. Prof. Pushpa Hongall and Dr Uttamkumar Kinange2(2020) in their research titled “A Study on Talent Management and its Impact on Organization Performance- An Empirical Review”, identified the relationship between talent management and organization performance. The researcher used the secondary data for the study. The paper provides insights to enhances talent management as a strategic tool.

Research Methodology

Objective of the Study

1. To Identify the common talent management strategies adopted in the Information Technology(IT) Sector in India
2. To examine the various dimension of research carried out in the field of Talent Management.

Research design

The research type is descriptive in nature. The scope of the study is limited to the study of the talent management strategies of the IT sector in India. Data Collection- The data for objective 1 will comprise both primary and secondary data. The primary data has been collected from the unstructured interviews of HR professionals from the five major IT giants taken in sample. The secondary data has been collected from their Websites. Data Collection for second objective has been collected from various researches (literature review) carried out in the concerned field (Talent Management studies in and outside India) (websites and study as it is based on a Secondary data was collected from books, online journals and website.

Sampling technique

The sampling technique used was random sampling for both objectives. Sample size for objective 1 was 8 (Tata Consulting Services, Infosys, Hcl, Wipro, Redington, Tech Mahindra, Hexaware Technologies Ltd, Mindtree Ltd) and Sample size for objective 2 was 17 articles in the domain of Talent Management

Place of Study is National Capital Region (NCR)

Research question

1. What difference does Talent Management practice creates IT Industry?
2. What are the common accepted Strategies for Talent Management?

Data Analysis

For objective 1 - To identify the common talent management strategies adopted in the Information Technology (IT) Sector in India. The researcher carried out unstructured interview

through MStems and Zoom, to confirmed the various Talent management Strategies implemented or practiced in the Organization. The summary and highlights of the interview are as follows –

TATA CONSULTING SERVICES- TCS

TCS is a part of the Tata group, India's biggest multinational business group, It evolves over 448,000 Employees in 46 countries and 36.2% women employees. The company generated consolidated revenues of US \$22 billion in the fiscal year ended March 31, 2020, and is listed on the BSE (formerly Bombay Stock Exchange) and the NSE (National Stock Exchange) in India.

Talent management strategies- TCS

- On-campus Recruitment of fresh engineering students,
- TCS emphasized on just-in-time hiring process,
- TCS initiated a programme is AIP (Academic interference programme) and many more like Leadership Development Programme, Foreign Language Initiative, Learning and Development, Initial Learning Programme, Continuous Learning Programme, based upon value added (EVA) model

Buy Strategy is one of the most common when the need for talent is urgent and short term (outsource someone from outside). If a business wants to go quickly to achieve objective than outsourcing is the best option expressed by Head of TCS

INFOSYS

Infosys is an NYSE listed global consulting and IT services company and gives employment approx 228,000 employees. It is the second-largest companies listed in 2020

Talent management strategies at- Infosys:-

- A clear focus on succession planning and leadership.
- unique career architecture with a training and development program
- variable pay for retaining the employees, extracting the best performance

HCL

HCL Technologies is one of the best IT companies in India. It helps in global enterprises re-thinking and transforms their businesses through Digital technology transformation. The Company provides services by its Mode 1–2–3 growth strategy. It is the third-largest top IT companies.

Talent management strategies at- HCL

- Global Business Skills (GBS)
- Managerial Excellence: First Time Managers and Tenured Managers, Leadership Acceleration Program (LAP)
- Leaders in Transition (LIT), Leaders in Action (LIA), Top Gun HiPO, ASCEND Program for Hippo Women Leaders, Stepping Stones for Women Managers Build strategy:- Head HCL commented that they usually adopt build strategy when management wants to have flexible, smart, enthusiastic employees on their salary structure while their skills, knowledge are not matchable according to the job profile. This is a very critical issue for the organization so to overcome this situation there is proper training and mentoring programmes for the employees.

WIPRO

Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. The Company focuses on cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies for helping our clients to involve in the digital world.

Talent management strategies at- WIPRO

- Education, Training and Development
- Flexible HR Policies, Various Benefits,
- Equal Employment Opportunity Policy
- Head HR Wipro commented-Talent management is not short term strategy and in present 21st century it has become very important strategy for every organization – large or small-going forward organizations.

REDINGTON

The company deals in one brand, one product category, and one market into a US \$6.7 billion distribution and providing supply chain solutions to 220 international brands in IT and Mobility spaces, serving 30+ emerging markets.

Talent management strategies at-

- Transparency ,Gifts/Favour/Business Hospitality
- Fair Business Practice,
- The Company takes cognizance of the work-life balance of its employees, especially that of women.
- Timely payment,
- Ensure harassment in free place.

TECH MAHINDRA

Tech Mahindra connects the world with, offering innovative and customer-centric IT experiences, enabling Enterprises, Associates and the Society to Rising. The Company convergent, digital, design experiences, innovation platforms, and reusable assets connect across many technologies to our stakeholders

Talent management strategies at- TECH MAHINDRA

1. Increase in the headcount. Employee re-skilling and right-skilling.
2. Training on digital and new age technologies like AI, AR, Automation, etc. Employee Engagement and Retention

Hexaware Technologies Ltd

Hexaware is a global leader and it is the next fastest-growing provider of IT, BPO and consulting services for the next generation

Talent management strategies at- Hexaware Technologies Ltd

- Multiple Learning Modes
- Off-the-Shelf Courses
- Assessment & Feedback
- Learner Skill Management

Mindtree Ltd

The company speedily moves to the business and continuous delivery of the technologies and efficiencies to encourage business innovations and operates more than 15 across countries with 21,000 Employees. It exists in the top list of software companies in India.

Talent management strategies at- Mindtree Ltd

- Hiring talent with the help of infused automation in the form of IVR (Interactive Voice Response)
- Using skills development tools for the employees.

The Head HR (Tech Mahindra, Hexaware Technologies Ltd, Mindtree Ltd) recommended for Cocktail mix strategy (using a combination of “buy” and “build” strategies for their talent management strategies but this depends on situations) HR heads concluded that “Build” strategy guides the problem with the retention of employees.

For objective2- To examine the various dimension of research carried out in the field of Talent Management.

The research has been done on identifying the

1. Variables of talent management
2. Framework of talent management
3. Efficient and effective programmes leading to enhance productivity and expanding the positive environment at the workplace
4. Well-structured talent management programme to minimize confusion and dissatisfaction.
5. Talent management system to be employee-focused and study psychological patterns of the manpower
6. Human resource development -enhancing the quality of employees performance and approaches of talent management for organization development
7. Policymakers to develop a good structure for employees to grow

Findings and Conclusion

The most common Talent management strategies adopted by IT Companies are:-

1. New projects, assignments and training programmes are using in IT sector.
2. There is a proper alternative work schedules.

3. Proper vision and mission for employees in the organization.
4. Incentives and Rewards are given to the employees for the engagement.
5. Create a good and positive working environment for the employees to stay for a longer time period
6. Providing continuous training and development programmes for the individuals.
7. Providing a career path for the growth of employees.
8. Giving the understanding of power of job descriptions.

The IT sector is people-driven so retaining the best talent is very necessary. It requires a proper emphasis on employee development it will be helpful for the organization and to improve the performance of the employees also which keeps the manpower will be retained and engaged and motivated. So for this IT Sector has been observed to practice proper talent management strategies for retaining the employees and creating that culture where employees feel, valuable, recognizable, satisfied for a long period.

It can be concluded that providing continuous training and development programmes for the individuals, providing a career path for the growth of employees, and giving the understanding power of job descriptions, giving rewards for the best performers has helped the IT organizations to reach the goal which they had set for themselves. The golden rule for achieving the objectives of the organization can be summed as putting the right person with the right skills in the right job at the right time and the developing them from time to time.

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ANNEXURE 1

Table 1: Talent management strategies of 8 selected IT companies.

ORGANIZATION	ABOUT COMPANY	SUMMARY	Talent management strategies
TATA CONSULTING SERVICES	TCS is a part of the Tata group, India's biggest multinational business group, It evolves over 448,000 Employees in 46 countries and 36.2% women employees. The company generated consolidated revenues of US \$22 billion in the fiscal year ended March 31, 2020, and is listed on the BSE (formerly Bombay Stock Exchange) and the NSE (National Stock Exchange) in India.	Turnover: Rs 156,949 Cr Employees: 448,000 Market Cap: 733,066 Cr. ROE: 37.21 % Sales Growth (3Yrs): 9.99 %	<ul style="list-style-type: none"> • On-campus Recruitment of fresh engineering students, • TCS emphasized on just-in-time hiring process, • TCS initiated a programme is AIP (Academic interference programme) and many more like Leadership Development Programme, Foreign Language Initiative, Learning and Development, Initial Learning Programme, Continuous Learning Programme, based upon value added (EVA) model
INFOSYS	Infosys is an NYSE listed global consulting and IT services company and gives employment approx 228,000 employees. It is the second-largest companies listed in 2020	Revenue: Rs 87,371 Cr. Market Cap: Rs 282,028Cr, Employees: 228,000, ROE: 23.50 % Sales Growth (3Yrs): 9.81% Promoter holding: 13.15 %	<ul style="list-style-type: none"> • A clear focus on succession planning and leadership. • unique career architecture with a training and development program • variable pay for retaining the employees, extracting the best performance
HCL	HCL Technologies is one of the best IT companies in India. It helps in global enterprises re-thinking and transforms their businesses through Digital technology transformation. The	Revenue: Rs 65,643 Cr. Market Cap: Rs 153,370 Cr. ROE: 25.76 %	<ul style="list-style-type: none"> • Global Business Skills (GBS) • Managerial Excellence: First Time Managers and Tenured Managers, Leadership Acceleration Program (LAP) • Leaders in Transition

	Company provides services by its Mode 1–2–3 growth strategy. It is the third-largest top IT companies.	Sales Growth (3Yrs): 24.74 % Promoter holding: 60.00 %	(LIT), Leaders in Action (LIA), Top Gun HiPO, ASCEND Program for Hippo Women Leaders, Stepping Stones for Women Managers
WIPRO	Wipro Limited (NYSE: WIT, BSE: 507685, NSE: WIPRO) is a leading global information technology, consulting and business process services company. The Company focuses on cognitive computing, hyper-automation, robotics, cloud, analytics and emerging technologies for helping our clients to involve in the digital world.	Revenue: Rs 60,137 Cr Market Cap: Rs 153,043 Cr. Employees: 160,000 ROE: 17.26 % Sales Growth (3Yrs): 4.82% Promoter holding: 74.04 %	<ul style="list-style-type: none"> • Education, Training and Development • Flexible HR Policies, Various Benefits, • Equal Employment Opportunity Policy
REDINGTON	The company deals in one brand, one product category, and one market into a US \$6.7 billion distribution and providing supply chain solutions to 220 international brands in IT and Mobility spaces, serving 30+ emerging markets.	Revenue: Rs 47,996 Cr Market Cap: Rs 4,438 Cr ROE: 15.00 % Sales Growth (3Yrs): 9.50 % Promoter holding: 0.00 %	<ul style="list-style-type: none"> • Transparency ,Gifts/Favour/Business Hospitality • Fair Business Practice, • The Company takes cognizance of the work-life balance of its employees, especially that of women. • Timely payment, • Ensure harassment in free place.
TECH MAHINDRA	Tech Mahindra connects the world with, offering innovative and customer-centric IT experiences, enabling Enterprises, Associates and the Society to Rising. The Company convergent, digital, design experiences, innovation platforms, and reusable assets connect across many technologies to our stakeholders	Revenue: Rs 35,119 Cr. Market Cap: 70,141 Cr Employees: 125,700 ROE: 21.58 %, Sales Growth (3Yrs): 9.45% Promoter holding: 35.88 %	<p>30. Increase in the headcount. Employee re-skilling and right-skilling.</p> <p>31. Training on digital and new age technologies like AI, AR, Automation, etc. Employee Engagement and Retention</p>

Hexaware Technologies Ltd	Hexaware is a global leader and it is the next fastest-growing provider of IT, BPO and consulting services for the next generation	Revenue: Rs 5,306 Cr Market Cap: 10,165 Cr Employees: 18,294, ROE: 26.53 %, Sales Growth (3Yrs): 14.17% Promoter holding: 62.45 %	<ul style="list-style-type: none"> • Multiple Learning Modes • Off-the-Shelf Courses • Assessment & Feedback • Learner Skill Management
Mindtree Ltd	The company speedily moves to the business and continuous delivery of the technologies and efficiencies to encourage business innovations and operates more than 15 across countries with 21,000 Employees. It exists in the top list of software companies in India.	Revenue: Rs 7,375 Cr Market Cap: Rs 11,855 Cr., Employees: 21000, ROE: 24.94 %, Sales Growth (3Yrs): 14.54 % Promoter holding: 73.76 %	<ul style="list-style-type: none"> • Hiring talent with the help of infused automation in the form of IVR (Interactive Voice Response) • Using skills development tools for the employees.
Compiled by the Researcher			

Curriculum Vitae

Sanjana Kaushik

Teaching Experience: 10 years



- Paper published in Journal of social science (Scopus index journal).

(Vol-48.Number-4,Oct-2020)

- Paper published in Pharmaceutical Negative Results (SCOPUS Q4) ON

Impact of Talent Management strategies For Employee Retention In Indian IT Sector .

(Volume 13;special Issue 8;2022)

(DOI;10.47750/pnr.2022.13.SOB.425)

Ph.D (P)

Fathers Name: Shri. Shiv Dutt Kaushik

Mothers Name: Smt. Lalita Kaushik

Phone No. 9599462785

Professional summary

Responsible elementary college teacher with good communication skills demonstrated by 10 years experience. Passion for education especially Management subjects. Motivates, enthusiastic educator with a strong desire to foster a cohesive student learning atmosphere. Specialize in students managing effectively and maximizing learning opportunities in diverse classroom settings.

Where I have working:-

Sr. No.	Name of the Organization	Designation Held	Period of Working	Job Profile
1	Trinity college of professional studies	Assistant professor	April 2021 to Till.	<ul style="list-style-type: none"> ❖ Create, innovate and implement some activities and programs that help in career-enhancement ❖ Take part in all activities of the department and college ❖ Support and serve up for various functional activities conducted by departmental committees. ❖ Develop and execute inventive instructional methods. ❖ Build up professional logistics which helps in improvising the performances of the student. ❖ Guide, direct and mentor research scholars in their research projects. ❖ Assess, supervise and mentor the academic progress in students. ❖ Create, innovate and implement some activities and programs that help in career-enhancement. ❖ Manage and support all the teaching assistants. ❖ Take part in all activities of the department and college. ❖ Support and serve up for various functional activities conducted by departmental committees. Review, assess and evaluate the activities and progress of students. ❖ Lend a hand, support and aid the superior professors in their everyday functions and tasks. ❖ Grade papers and tests; prepare exercises & lessons ❖ Teach graduate as well as the undergraduate students within their field of expertise. ❖ Active member of Examination Team ❖ Counselling of students in Admission Process
2.	Echelon college of technology	Assistant professor	July 2019 to April 2021	
3.	GLBajaj college(Greater Noida)	Assistant professor	August 2017- June 2019	
	Aravali College of engineering and Management Faridabad	Assistant professor	Feb 2013-june 2017	
4.	Balaji College	Lecturer	June 2012 to February 2013	<ul style="list-style-type: none"> ❖ Taught B.Com and M.com Classes for HRM & Marketing subjects

❖ Area of Expertise:

- a. Business studies
- b. Economics

❖ **What I studied:-**

Course	Name of Institution/Board/University	Year of Passing	CGPA/%
M.B.A	Lingaya's University, Faridabad	2012	8.69
M.COM	GJU, Hisar	2015	74
BBA(CAM)	M.D. University, Rohtak	2010	77% (With university positions in all sem).
B.ed	Choudhary Ranbir Singh university.	2020	76%

❖ **Particulars of Webinars/ FDPs /Conference**

LIST OF WEBINARS,CONFRENCES,FDPs	Attended Dates
Participated in a virtual FDP on leadership skills.	31 st March 2021
Participated in a virtual FDP ON CURRICULAM Development .	21 st Feb 2021
Participated in National seminar in Galgotias university on NATIONAL EDUCATION POLICY .	
Participated in 5 Day FDP “New frontiers ,Trends &Skill Development in Banking,Financial Services and Insurance,	17 TH -18 TH FEB 2021
Attended 1 week virtual workshop on Research writing skills.	26 th May to 30 May,2020
Participated in the National Webinaron “Academic leadership in the context of National Economic Policy,2020	27 june -1 st July 2020
Participated in Guest Lecture cum FDP on Financial Engineering &Personal Investment Planning Awareness.	16 sep ,2020
Attended conference on innovative Research on 11 th Oct 2019 .	9 TH June 2020
	11 TH oct 2019

Presented the paper “**Sustainable Development through Research in Engineering and Management**” on 26th - 27th December 2016

YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY FARIDABAD

26th - 27th December 2016

Extra Co- Curricular Activities

- ❖ Cultural Fest Co-coordinator for Curriculum Activities
- ❖ Conduction of Mock Interviews for BBA/MBA students
- ❖ Take part in all activities of the department and college.
- ❖ Support and serve up for various functional activities conducted by departmental committees.
- ❖ Students counselling
- ❖ Volunteering many functions like Fest, workshops.
- ❖ Heading a Admission Team
- ❖ Heading a Cultural Team

Place: Faridabad



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