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A Review Study on Talent Management Practices at Organisations

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ABSTRACT:

The Talent Management approach for Organisations has been an imperative factor for success. Talent Acquisition & Talent Retention are key constituents of Talent Management. A fair Talent Management planning benefits both the Organisation and the Employees. This process certainly attracts challenges in the form of operational and administrative. These challenges are tackled with strategic planning & impactful implementation.Talent management is a medium to meet the Organisational goal and gain sustainable advantage.Managing the Talent of Human Resources becomes tough as the dynamic demographic situations become challenging. Competitiveness, aspirations of employees & Organisations, compliances, all these and many more aspects makes the retention of talent further more difficult than the acquisition.

The review study on Talent Management is a descriptive study conducted with the help of secondary data. The reviewers aim to understand the significance of Talent Management at Organisations while reviewing & gathering inferences from the existing literature on Talent Management at Organisations. The reviewers extend recommendation pertaining to Talent Management at Organisations based on Literature review & theoretical understanding. The study encompasses the domain understanding of Talent Management and the scope gets signified through learning on Talent Acquisition and Talent Retention. The results are generalized and the inferences drawn through literature review and review selected company practices are indicative in nature and not exhaustive. Talent Management stands to be an effective function for organisation and leads to desired results for the Organisations.

Key Words:Talent, Talent Management, Talent Acquisition, Talent Retention, Organisation

INTRODUCTION:

Every organization is like a garden and talent management is the way we plant, nurture, and grow the seeds of potential. It's the thoughtful process of finding people with promise, helping them bloom, and ensuring they stay rooted in the company's vision.Talent management isn't just hiring people it's about building journeys. From spotting hidden abilities to shaping leaders of tomorrow, it connects people's dreams with business goals. It brings together recruitment, learning, motivation, and planning into one meaningful path.In a world where skills become outdated quickly, talent management helps keep organizations fresh, future-ready, and full of energy. It creates a space where employees don't just work,they thrive, contribute, and belong.In short, talent management is the art of turning potential into performance and individuals into invaluable assets.Employees are the only Asset that appreciates its value hence the rationale behind managing & grooming employees signifies the efforts taken in this direction. The increasing globalization and proliferation of competitors, states that it is the responsibility of the Organisations to make, build and nourish their talent pool that decides their survival in the long run

Table No. 1: Leading definitions related to the theme of the study

Terms	Definitions
Talent	Daniel Goleman defines it as "a special ability to perform a particular type of task."
Talent Management	Managing leadership talent strategically, to put the right person in the right place at the right time
Talent Acquisition	Talent acquisition is a strategic approach to identifying, attracting, and onboarding top talent to efficiently and effectively meet dynamic business needs.
Talent Retention	Talent retention is about developing and implementing strategies that help retain those individuals who are most valuable to the organization..

Organisation	Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.

OBJECTIVES OF THE STUDY:

The Researchers have considered the following objectives for the study:

- To understand the significance of Talent Management at Organisations.

- To review& gather inferences from the existing literature on Talent Management at Organisations.

- To extend recommendation pertaining to Talent Management at Organisations based on Literature review & theoretical understanding.

RESEARCH METHODOLOGY& PROCESS:

This review study on Talent Management Practices at Organisations is a descriptive study conducted with the help of secondary data. The reviewers aim to understand the significance of Talent Management at Organisations while reviewing & gathering inferences from the existing literature on Talent Management at Organisations. The reviewers extend recommendation pertaining to Talent Management at Organisations based on Literature review & theoretical understanding. The study encompasses the domain understanding of Talent Management and the scope gets signified through learning on Talent Acquisition and Talent Retention. The results are generalized and the inferences drawn through literature review and review of selected company practices are indicative in nature and not exhaustive.
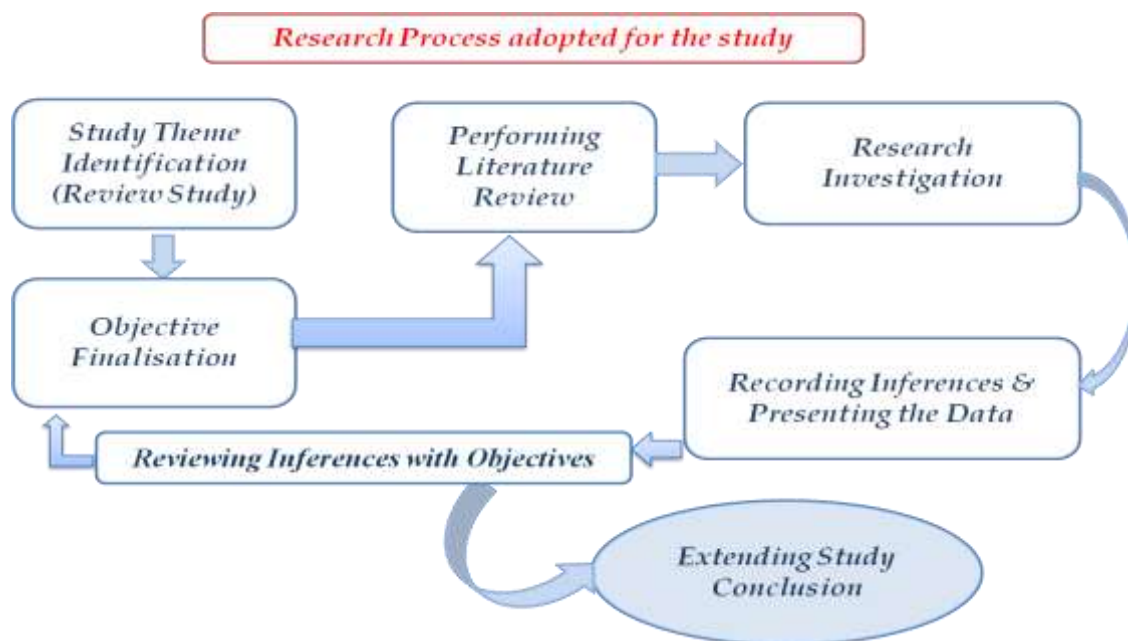

Chart No.1: Research Process adopted for the study

Source: Authors' Study

REVIEW OF LITERATURE: TALENT MANAGEMENT

There is huge literature available on the theme of Talent Management. The authors as part of this review study have referred a set of research papers and books. The respective learning is presented as following:

Talent acquisition and retention: a critical review of the latest innovations & challenges in talent management by Dr. Shikha Bhargava and Dr. Shiva Johri

The research paper "Talent Acquisition and Retention" by Dr. Shikha Bhargava and Dr. Shiva Johri explains how companies are using new and smart ways to hire and keep good employees. It talks about using things like AI, social media, and online job fairs to make hiring faster and easier. The paper also mentions some problems like people not having the right skills, not training middle managers well, and hiring too much from outside. To fix these problems it suggests giving better training, helping new employees settle in, and taking care of workers' health and happiness. The main point is that companies hire the right people and treat them wellthey work better and help the business succeed.

Talent Acquisition and Retention in social enterprises

This study talks about how social enterprises are growing in India because the government is slowly stepping back from helping with social issues. These organizations want do a good for society but they struggle to find and keep good workers/ employees. They can't afford to pay big salaries like those offered in big companies. so, they try creative ways like employees with opportunities to grow, or offering a small part of ownership, some even hire those who were once helped by them. These efforts not only build strong teams but also bring more meaning and heart to the work they do.

Study of Talent Acquisition Practices – A Review on Global Perspective

Talent acquisition means finding and hiring the right people for jobs, and it's now seen as a smart strategic process. This paper reviews how different companies around the world hire talented people. It's not just about filling jobs anymore it's about planning smart and using new tools like social media, online hiring, and employee referrals. In India, talent acquisition is still developing but has huge potential. The research says that to hire the best people companies should focus on creating a good experience for candidates. The study shows that using data, technology, and good candidate experiences helps attract the best people. It highlights the growing importance of smart hiring in today's fast-changing business world.

Talent Acquisition and Retention in social enterprises and innovation in HR strategy

This paper looks at how social enterprises in India hire and keep good employees even when they can't offer big salaries. These organizations try to solve social problems but often lose staff because of low pay and few growth options. To deal with thisthey use smart and caring HR ideaslike hiring people who believe in their mission, giving chances to grow, sharing ownership, or working in peaceful places. Sometimesthey even hire people they've helped. Instead of just treating staff like workers they treat them like partners. This supportive approach helps the organization and the people grow together over time.

Talent Acquisition and Technology: A Step towards Sustainable Development

This study explores how social media and technology are changing the way companies hire people. Instead of using old methods like newspaper ads, many now turn to platforms like LinkedIn and Facebook. The researchers explored what makes people want to use these toolsthings like ease of use, usefulness, and even habit. They found that using social media in hiring saves time, cuts costs, and helps find better candidates.

Talent acquisition and retention policies for Generation Z in family business

This study looks at how Spanish family businesses manage Generation Z employees. The literature shows that Gen Z values flexibility, career growth, and meaningful work. Previous research highlights the need for clear communication, support, and modern HR policies. However, some are doing well others still rely on old ways of managing people. Studies also suggest that Gen Z expects continuous feedback, open culture, and hybrid work models.

The impact of leadership style on Talent Retention during M&A integration

This study looks at how different leadership styles help companies keep talented employees during mergers and acquisitions in China. When two companies join it can be a stressful time and good leaders make a big difference. The study found that leaders who guide, support, build relationships, and set clear goals are more likely to keep their best employees. In China, personal connections also matter a lot. The research shows that how leaders treat people, can really shape whether the company succeeds after a merger. It helps us understand what kind of leadership works best.

The Role of Artificial Intelligence in Talent Acquisition and Retention

This research shows how AI is changing the way companies hire and keep good employees. Beforehiring took a lot of time and sometimes wasn't fair. NowAI helps by quickly finding the right people and making better choices. It also helps companies understand what makes employees happy and helps them grow in their careers. People feel more valued when AI supports their development. The study included real interviews and surveys. However, some worry that AI may reduce personal connection or risk privacy. So, while AI is helpful, companies should use it with care and still keep the human touch.

Relationship between Talent Acquisition Practices and Employee Retention

This literature review explores the link between talent acquisition and employee retention especially in the hospitality industry. Many workers leave their jobs for better pay, growth, or work-life balance. To curtail such situations, companies need to use smart hiring methods and make sure employees feel happy and valued. Good work environments, fair salaries, strong leadership, and training help people stay longer. When employees are matched well to their jobs and feel connected to the company, they are more likely to stay. In short keeping good staff starts with smart hiring and caring management.

A Case Study on Talent Acquisition at Organisation

This case study talks about how companies find and hire the right peoplewhich is called talent acquisition. It shares real thoughts from HR experts about problems they face, like keeping good employees or finding new ones, and how things like salary, skills, and company image matter a lot. It also shows how hiring needs are different in every industry. The study helps us understand that hiring the right person is not easy but it is very important for a company's success. It's useful for students, business owners, and anyone who wants to learn how hiring really works today.

Innovation in Recruitment and Talent Acquisition: A Study onTechnologies and Strategies Adopted for Talent Management in IT Sector

The literature depicts that recruitment and talent acquisition are changing with the use of new technology. Earlier companies used basic methods to hire people but now they use tools like social media, video interviews, and artificial intelligence. These tools help find the right people faster and better. In

the IT sector it is important to hire skilled people to stay ahead. Studies say that companies also focus on building a good image to attract talent. Using data and smart tools HR teams can make better decisions. Overall new strategies make hiring easier and more effective in today's modern world.

A Studyon Talent Acquisition and Retention Strategies in Pradeep Stainless India Pvt.ltd. MEPZ,

Recent studies depict that hiring and keeping the right people is key to a company's success. Researchers have found that mental health support, flexible work, and fair pay help people stay longer in their jobs. Good leadership also plays a big role as employees want leaders who listen and support them. With remote work on the rise, companies are using technology like AI for faster hiring. Diversity, strong workplace cultureand clear career growth paths also help retain talent. Overall companies that care about their people and invest in their well-being tend to keep their best employees.

Qualitative analysis of talent acquisition and retention a study on IT sector

The article talks about how IT companies can find and keep good employees. It says that giving fair salaries, chances to grow, and a friendly work environment really helps. The study also shows that when companies understand what employees want and give them clear career paths people are more likely to stay. This means less staff leaving and better teamwork. Overall the article gives useful ideas for HR managers to improve hiring and make employees happy. It reminds us that people stay where they feel valued, supported, and see a future.

Best practices and strategies for talent acquisition, retention and development in Egypt

The article looks at how companies in Egypt can hire, keep, and grow the right people. It says it's important to hire not just for skills but also for how well someone fits into the team. Giving fair pay, chances to learn new things, and making everyone feel included really helps people stay. The article also talks about building a positive work culture where employees feel supported and valued. When companies care about their people this waythey grow stronger. This study is helpful for HR teams who want to create a workplace where people are happy and want to stay.

Effectof Talent Management Strategieson Employees Retentionin the Insurance Industry

Keeping good employees is very important for any company. Many people leave their jobs because they don't feel valued or don't see chances to grow. This is why companies are now focusing on talent management, hiring the right people, helping them learn new skills, paying them fairly, and planning for their future. When workers feel supported and see a clear path ahead they are more likely to stay.

A conceptual review of the talent management and employee retention in banking industry

This literature review explores how managing talented employees helps keep them in organizations, especially in banks. Many studies show that companies succeed when they can attract and keep skilled workers. Talent management means hiring the right people, helping them grow, and keeping them happy. Good pay, work-life balance, training, and support from managers all help employees stay. Research also shows that people stay longer when they feel valued and have chances to grow.

Talent acquisition a key factor to overcome new age challenges and opportunities for human resource management

The literature highlights that employee well-being, fair pay, leadership, and flexible work matter most in keeping talent. Good pay, kind and helpful leaders, and chances to grow really matter. When companies care about mental health, offer flexible hours, and treat everyone fairly, employees are happier. Using technology helps with hiring but people still want that personal touch. It's clearwhen a company takes care of its people they're more likely to stay. Building a workplace that feels safe, fair, and encouraging makes all the difference in keeping good employees around.

Challenges and opportunities in the adoption of AI in Talent Acquisition and Retention

Many researchers agree that employees are more likely to stay in a company when they feel truly cared for. It's not just about the salary, fair pay matters but also about feeling respected, supported, and included. Good leaders take time to listen, recognize hard work and build real connections. A warm welcoming workplace where everyone feels they belong, make a huge difference. While technology can make hiring easier the human touch still matters most.

The effect of hostile work environment on Talent Acquisition and Retention of workforce: Moderating Role of Psychological Hardiness

Many studies show that when the workplace becomes stressful or unfriendlydue to bullying, pressure, or unfair treatmentit becomes harder to attract and keep good employees. Even if talented people join,they don't stay for long. A positive and supportive environment is very important. Interestingly some people can still do well in tough situations because they are mentally strong this is called psychological hardiness.

Gender equality-based Talent Acquisition and Retention practice: a study of employees in Delhi- NCR region

The literature shows that women still face many challenges at work especially in moving up to higher positions. Even though more women are educated and joining the workforce they often don't get the same chances as men. There are issues like unequal pay, limited promotions, and biased treatment. Some studies say that companies with more women leaders actually do better, but many workplaces still have old ways of thinking. The review highlights that hiring and keeping good employees should be fair to everyonemen and womenso that both can grow and succeed equally at work.

Book Review: Talent management handbook, Creating organizational excellence by identifying, developing, and promoting you best people by: Lance A. Berger & Dorothy R. Berger

This book is all about how companies can grow and succeed by finding and taking care of their best people. It says that not every employee is the same, some are truly special. These top people called "Superkeepers," are the ones who perform really well, lead others, and make a big impact. The book explains how to spot them, help them grow, and make sure they stay with the company.It also talks about having good backup plans. If someone important leaves, there should be someone ready to step up. The idea is to always be prepared and not let the company suffer when someone moves on.The authors give a step-by-step guide on how to build a good talent systemlike how to manage performance, coach people, reward fairly, and plan careers. It's not just about hiring smart peoplebut also helping them grow through feedback, training, and support.The book also reminds us to value diversity, plan for the future, and use technology to make better decisions. In short, it teaches companies how to treat people like their biggest strengthbecause when you take care of your talent, your company thrives.

Book Review: Talent management for the workforce and workplace of the future by Dr. Hema Bajaj, Dr. Manjari Srivastava

This book talks about how companies can take care of their people in a better way so they can succeed now and in the future. The main idea is that people are the most important part of any organization. When employees feel valued, trusted, and supported, they work better and stay longer.The book is divided into four main parts. First, it explains what talent management really meanshow to find good people, help them grow, and keep them happy at work. It also shows how strong relationships between team members help the company do well.Next, it connects talent to the company's goals. It shows how hiring and training the right people can help a business succeedespecially in small companies or start-ups.The third part looks at the future of worklike working from home, the rise of gig workers, and the importance of listening to employees. It reminds companies to be flexible and adapt to change.Finally, it talks about building diverse and fair workplaces where everyone feels included and safe. The book gives advice on handling issues like bullying and making sure teams work well together.

Book Review: Retaining Talent:A guide to analyzing and managing employee turnover by: David G. Allen, Ph.D., SPHR

The SHRM Foundation's guide, "Retaining Talent", helps companies understand why employees leave and how to keep the good ones from quitting. Losing employeesespecially the best onescan cost a company a lot of time and money. This guide breaks down the reasons people leave like not being happy with their job, not feeling valued, or finding better opportunities. It also explains why some employees staybecause they feel connected to their work, enjoy their team, or see chances to grow.Instead of trying random ideas, companies are encouraged to take a step-by-step approach. First, they should look at how many people are leaving, who is leaving, and why. Then they can create smart plans to keep important employees. These plans might include better training, flexible schedules, clearer communication, or showing more appreciation.The guide reminds managers to really listen to employees and to keep checking if their efforts are working. Simple actionslike offering support, creating a positive work environment, and caring about people's needscan go a long way in keeping great staff. In the end, it's all about building a workplace where people feel respected, supported, and excited to stay.

TALENT MANAGEMENT – CONCEPT & SIGNIFICANCE

Talent management means attracting, developing, motivating, and keeping skilled people in an organization. It focuses on getting the right people in the right roles and helping them grow. It includes everything from hiring, training, and performance management to career development and succession planning.Talent is the heart of every successful business. When a company manages talent well, employees feel valued, perform better, and stay longer. It also helps the organization adapt to changes, stay competitive, and achieve long-term goals. In short, talent management turns potential into performance and builds a strong future for both the employees and the company.The idea of managing talent is not new. Decades ago, it was viewed as a marginal responsibility best relegated to the personnel department. Now, talent management is an organizational function that is taken far more seriously. This emphasis on talent management is to be expected given that, on average, companies now spend over one-third of their revenues on employee wages and benefits. Cultivating talent is about making people undergo training & development activities and embedding learning & knowledge sharing into the fabric of day to day business operations. No wonder that the Organisations today prefer different ways of imparting training & executing developmental plans. Careful planning is required for Talent Management to become deep rooted in an Organization's culture & practices. A fair Talent Management planning benefits both the Organisation and the Employees. Talent Management essentially is a key business process which converts a set of inputs into desired outputs. It is aimed to develop team capabilities through nurturing individual capacities.

KEY FINDINGS FROM THE REVIEW:

1. Talent Management today attracts support of technicalities like AI, social media, and online job fairs to make hiring faster and easier.

2. Talent Management becomes soothing through better training, helping new employees settle in, and taking care of workers' health and happiness.

3. Talent Management efforts not only build strong teams but also bring more meaning and heart to the work that the team does.

4. Talent acquisition is no longer just filling jobs anymore it's about planning smart and using new tools like social media, online hiring, and employee referrals. The use of data, technology, and good candidate experiences helps attract the best people.

5. Talent Management is not about treating staff like workers instead they treat them like partners. This supportive approach helps the organization and the people grow together over time.

6. Talent Acquisition focused companies grow by hiring smarter and more efficient staff in today's digital world.

7. Talent Management studies depict that Gen Z values flexibility, career growth, and meaningful work. Previous research highlights the need for clear communication, support, and modern HR policies.

8. Talent Management research shows that how leaders treat people which can really shape whether the company succeeds after a merger. It helps us understand what kind of leadership works best.

9. Talent Acquisition helps by quickly finding the right people and making better choices. It also helps companies understand what makes employees happy and helps them grow in their careers. People feel more valued when AI supports their development.

10. Talent Management is when employees are matched well to their jobs and feel connected to the company, they are more likely to stay. In short keeping good staff starts with smart hiring and caring management.

11. Talent Acquisition study helps us understand that hiring the right person is not easy but it is very important for a company's success. It's useful for students, business owners, and anyone who wants to learn how hiring really works today.

12. Talent Acquisition strategies make hiring easier and more effective in today's modern world.

13. Talent Management states that diversity in workplace culture and clear career growth paths also help retain talent. Overall companies that care about their people and invest in their well-being tend to keep their best employees.

14. Talent Management study is helpful for HR teams who want to create a workplace where people are happy and want to stay.

15. Talent Management supports companies on hiring the right people, helping them learn new skills, paying them fairly, and planning for their future. When workers feel supported and see a clear path ahead, they are more likely to stay.

16. Talent Management studies show that Organisationsucceeds when they can attract and keep skilled workers. It further aims at building a workplace that feels safe, fair, and encouraging which makes all the difference in keeping good employees around.

RECOMMENDATION ON BEST PRACTICES TOWARDS TALENT MANAGEMENT

The Recommendation extended by the Authors is the resultant of the study of the TM Practices at Organisation like Google, Netflix, Microsoft, Infosys and Mckinsey. The measures adopted by these organisations towards Talent acquisition and retention is stated below post which the authors have derived the recommendary model on Talent Management.

Case-1: Google:

The organisation adopts the following measures towards Talent acquisition and retention:

1. Systematic Recruitment using technical support

2. Employer Branding

3. Data Driven approach

4. Diversity & Inclusion

5. Focus on Compensation and benefits to employees

6. Employee well being

7. Growth and Development

8. Reward & Recognition

Case-2: Netflix

The organisation adopts the following measures towards Talent acquisition and retention:

1. Cultural Alignment

2."Keeper Test": Netflix uses the "Keeper Test"

3. High Performance Focus

4. Transparency and Openness

5. Market-Based Pay

6. Empowerment and Autonomy

7. Continuous Learning

8. Freedom and Responsibility

9. Open Feedback

10. Building Great Teams

Case-3: MICROSOFT

The organisation adopts the following measures towards Talent acquisition and retention:

1. Intelligence over Experience

2. Targeting Elite Institutions

3. Emphasis on Growth Mindset

4. Diversity and Inclusion

5. AI-Powered Tools

6. Investing in Development

7. Work-Life Balance

8. Competitive Compensation and Benefits

9. Employee Recognition Programs

10. Mentorship and Career Development

11. Feedback and Communication

Case-4: INFOSYS

The organisation adopts the following measures towards Talent acquisition and retention:

1. Campus Hiring

2. Employee Referrals

3. Digital Channels

4. Rigorous Selection Process

5. Global Recruitment

6. Focus on Passive Candidates

7. Competitive Compensation

8. Intensive Training and Development

9. Leadership Development Programs

10. Employee Engagement Programs

11. Upskilling and Reskilling

12. Performance Management

13. Career Growth Opportunities

14. Focus on Work-Life Balance

15. Creating a Sense of Community

16. Data-Driven Culture

Case-5: MCKINSEY

The organisation adopts the following measures towards Talent acquisition and retention:

1. Attract passive candidates

2. Employer branding

3. Referral programs

4. Talent pipelines

5. Streamline the hiring process

6. Focus on employee development

7. Foster a positive work environment

8. Offer competitive compensation and benefits

9. Implement employee recognition programs

10. Prioritize cultural fit

11. Regularly collect employee feedback

Based on the best practices from respective company cases presented above, the authors have contributed the following Model towards Talent Management at Organisations:

Data Driven Approach has become one of the premium efforts by the organisations in modern era. The organisations are looking forward to exploiting technology on all its efforts. The Performance measures have still been considered as one of the primary area of concentration and High Performance is the need of the hour. The Organisations still focus on Basics like compensation, employee referrals, welfare etc. towards talent retention. The recruitment process has evolved and the Campus selection approach has further taken momentum for organisations. The AI Powered Recruitment process has replaced the yesteryear planned processes. The Organisations are focusing on Passive candidates, the one who may have applied earlier or may have worked with the organisations earlier. In the modern context employer branding has become a conscious effort not just by large companies but even the one considered mediocre. The Organisations today primary need a culture fit candidate. Such efforts eventually lead to a better Talent Management approach at Organisations.
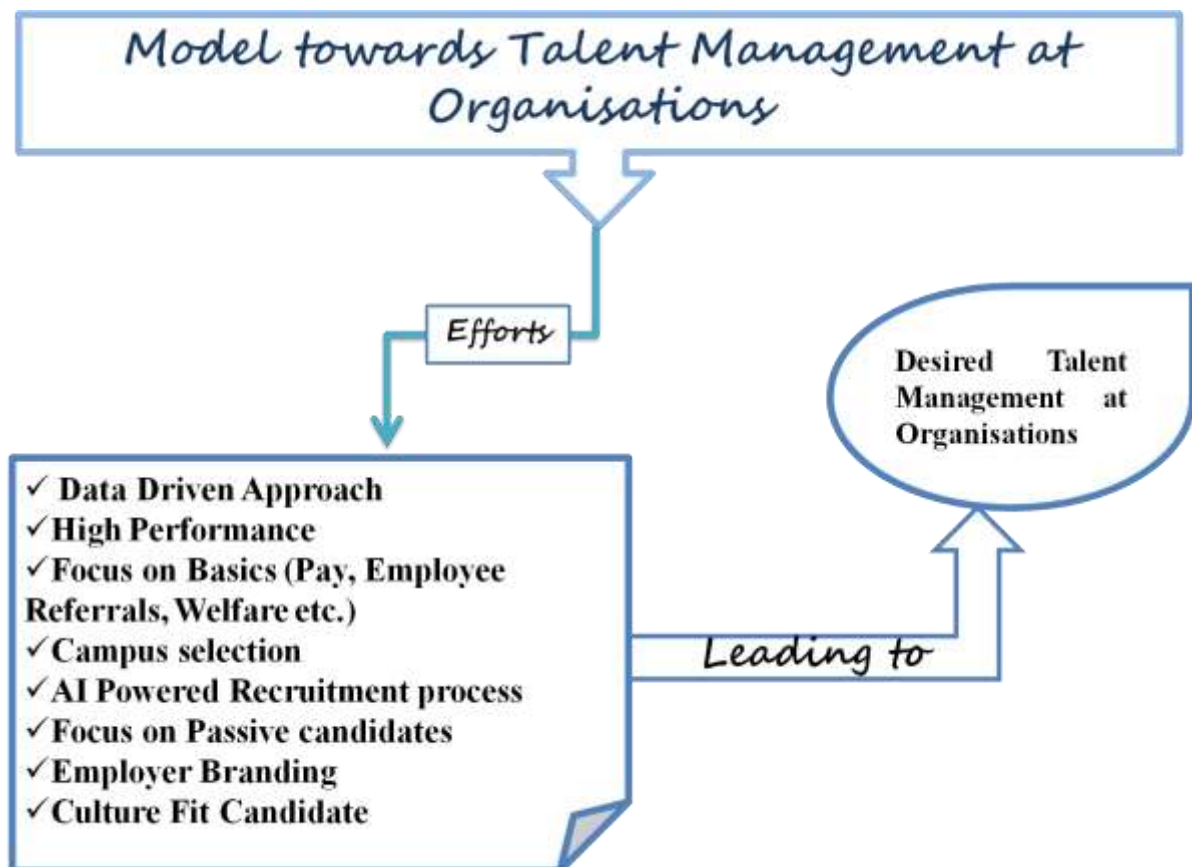

Chart No.2: Model towards Talent Management at Organisations

Source: Authors' Contribution

CONCLUSION:

The study largely concludes that the support of technicalities like AI, social media, and online job fairs contributes towards hiring faster and easier.Talent Management essentially is a key business process which converts a set of inputs into desired outputs. It is aimed to develop team capabilities through

nurturing individual capacities. The authors have suggested through a model that Data Driven Approach, measuring Performance, focusing on Basics like compensation, employee referrals, welfare etc. towards talent retention, innovative recruitment processes, AI Powered Recruitment process, employer branding and need for a culture fit candidate shall lead to a better Talent Management approach at Organisations.Talent Management practicesare taking a holistic approach to talent management- from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact.It is Talent management that enables the organization in improving employee engagement, commitment, retention, value addition that is leading to improved organizational performance.

FUTURE SCOPE OF THE STUDY:

The current study is a secondary data review study. Such studies have a definite scope of further studies pertaining to collection of Primary Data from selected organisations and study their Talent Management approach. The model presented as Authors' contribution may further get tested with Organisations and an improvised version with tested results may get published.

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