

TALENT MANAGEMENT PRACTICES & INTENTION TO QUIT: A LITERATURE REVIEW

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Abstract

Talent Management is a rapidly growing problem for organizations in a competitive business environment and today's organizations are competitive and seek to attract and retain talented employees to enhance their performance in the workplace. The purpose of this study is to review various articles on relationship between talent management practices and intention to quit. To find out the relationship among the variables around 20 reputed articles were reviewed.

Keywords – Intention to quit, Performance, Talent Management

I. INTRODUCTION

Due to the modern universal circulation and technological advances, companies have seen a dramatic change in their employees. The current staff have a large number of younger employees who may be required to work or manage older employees due to Generational diversity. Specifically, this Generational diversity includes Baby Boomers, Generation X and Generation Y. Such diversity in generations also influences the way organizations work and creates the need to attract and retain these talented people (Eletter, Sulieman, & Al Naji, 2017). Researchers define "Generation" as key individuals with similar traits such as age, birth, location, etc. These common people have the same feelings, personality, ideas, and behaviors. The collection is a collection of people who share the same band of birthdays and life experiences. Therefore, each group shares the same basic values of these very different operating values (Eletter et al., 2017). Baby Boomers were born between 1946-1960; especially retirees. Generation X workers were born between 1961-1979. These people have senior or middle management positions. They are called the most neglected and incomprehensible Generation. They value hard work, education, and money. Most potential employees are in their 20s to 30s, born between 1980 and 1995. These are considered Generation Y or Millennial. This Generation is confident, independent, goal-driven and techno savvy (Meier & Crocker, 2010). They respond well to feedback and corrective actions. Success is very important to them and therefore, if their performance appraisal does not involve praise or recognition, it will affect them severely. These factors challenge managers who should motivate and retain them.

II. LITERATURE REVIEW

Minhas Younas and Muhammad Waseem Bari (2020)

The findings of the study reveal that TM's practice of advancing quality social relationships affects the purpose of staying a Y employee for a generation, and the sharing of information does not have a significant impact on the purpose of living. Skills development facilitates the relationship between strategic leadership, information sharing in communications and the purpose of residency. However, skills development does not significantly reduce the relationship between counseling and residency.

Intan Azurin, Fadilah Puteh (2019)

The paper provided empirical insight about the impact brought by CSR practice in financial based firms on employee retention. It was found that all CSR elements as suggests by Carroll, have a significant relationship with employee retention. The interaction between CSR elements and employee retention accounts for 16% of research model. Based on multiple regression analysis it was found that only two CSR elements are the

significant predictors of employee retention among gen Y. The hypothesis which were done is all are accepted by one variable to each other variable.

Fadillah Ismail, Ainul Mardhiyah Nor Aziz, Irmavati norzman, Siti Anisah Atab (2018)

In his findings it was noted that the paper provides for factors such as Globalization, the knowledge economy, transformation of the world, social change and technologies that affect talent management in gen Y.

Mohsen shaikh, poonam Jindal (2017)

This paper outlines talent management strategies of Y gen. Since this point of view has not been tested by previous studies, this article provides important results for TM strategies. By understanding the motivations and needs of the gen Y in the workplace, organizations and managers will be able to plan the work environment where performance is enhanced.

Nicolene Barkhuizen (2014)

A survey questionnaire was used to measure the appropriate pay methods for generation Y. Over time the results were consistent with respondents. Outcomes are critical to a well-developed reward strategy for organizations. Components of the overall wage system such as important basic income, working life balance, job development are important. And not just as important rewards as profits, savings, at the end this paper highlighted the importance of wage practices in attracting and building Y

Jennifer Kilber, Allen Barclay, Douglas Ohmer (2014)

In this paper the author gives seven tips for managers to better manage generation Y of more productive results depending on their characteristics.

Author. Solnet david, Anna Kralj, Jay Kadampully (2012)

An important analysis from the data is that the gen Y employee is at the bottom of those steps where high scores are clearly visible (e.g., job satisfaction, engagement, commitment) while Gen Y employees demonstrate high scores on building a trustworthy organization can be less (e.g., investigate objectives). In the findings there was a significant difference in the psychological attitudes of gen Y and non-Y workers in all construction without training and development ideas. However, there is no difference in the attitudes of the three waves of the Gen Y wave in terms of job satisfaction.

Anita Weyland (2011)

This paper explains that understanding what motivates generation Y and incorporating this does not require a large amount of extra effort, a different way of thinking will increase their performance in companies and ultimately be a company success.

Sanne klifman (2009)

The extent to which the evaluation reaches the fulfillment of the psychological contract is related to talent management practices (controlled by age). The model shows a positive relationship between a number of talent management practices and the fulfillment of a psychological contract. It reveals that there is a significant communication effect of Baby Boomers showing that the effect of Talent Management on the fulfillment of the mental contract is a little weaker for Baby Boomers compared to Generation X. In contrast, model 3 does not show significant interaction effect of Millennials. This fruitless collaboration of Millennials does not show that there is no difference between Generation X and Millennials in the realization of the intellectual contract but it does show that there is very little difference. Therefore hypothesis 4, which suggests a stronger effect of Millennials than Generation X, should be rejected. the results of Generation X and Millennial interactions compared to the Baby Boom generation. As shown in Table 3, there is a greater communication effect for Generation X compared to Baby Boomers, which supports hypothesis 3. Hypothesis 5, which proposes a weaker effect of Baby Boomers than Millennials, should be rejected because there is no significant interaction effect. Millennials compared to Baby Boomers. Remember, this meaningless communication effect does not indicate that there is no difference in the fulfillment of the psychological contract between Baby Boomers and Millennials. Therefore, the difference is too small to be significant and therefore cannot be made universal.

Although the effects of Talent Management on the fulfillment of a psychological contract are very different for all generations, Generation X and the Baby Boom generation are very different. Thus hypothesis 2, which takes the result of generational measurement, is confirmed.

Namrata Murmu, Monika Bisht

The availability of this paper identifies a large area of research in HR strategies from an organizational perspective and categorizes them to identify gaps in future literature and research opportunities. The findings also point to a number of issues that needed to be addressed.

Liesel Du Plessis, Nicolene Barkhuizen, Karel Stanz, Nico Schutte (2015)

Independent variables	Dependent variables	Mediation Effect	Findings
Talent management practices (strategy, talent review process, staffing, talent acquisition, talent engagement, talent development, talent deployment, performance management and talent retention)	Intention to quit	Perceived organizational support, Perceived supervisor support	<p>The effect of human interactions has shown a positive and positive relationship between the larger effect between the organization Talent Management and the corporate considerations considered.</p> <p>2.The result showed a very significant correlation of the central effect between the perceptions of TMP organization staff and the detective manager thinks that</p> <p>3. The result showed a negative relationship that did not diminish the impact between employees' perceptions of the TMP organization and their intention to resign.</p> <p>4. The results of the Pearson integration analysis confirmed this estimate by showing the strong negative relationship between organizational considerations and the intention of employees to quit.</p> <p>5. Several retrospectives analyzes have shown that the apparent interaction of TMP and POS does not lead to significant growth in the defined percentage of variance with a view to discontinuation</p> <p>6. the result is a momentary analysis of the pearson product showing a strong close relationship between the</p>

		<p>visible POS and the visible PS.</p> <p>7. the result the pearson combination confirmed this estimate by showing a negatively negative relationship of the outcome between the intention to quit and the PSS.</p> <p>8. Several retrospectives analyzes have shown that PSS does not mediate / measure the relationship between the apparent TMP and the intention to quit.</p>
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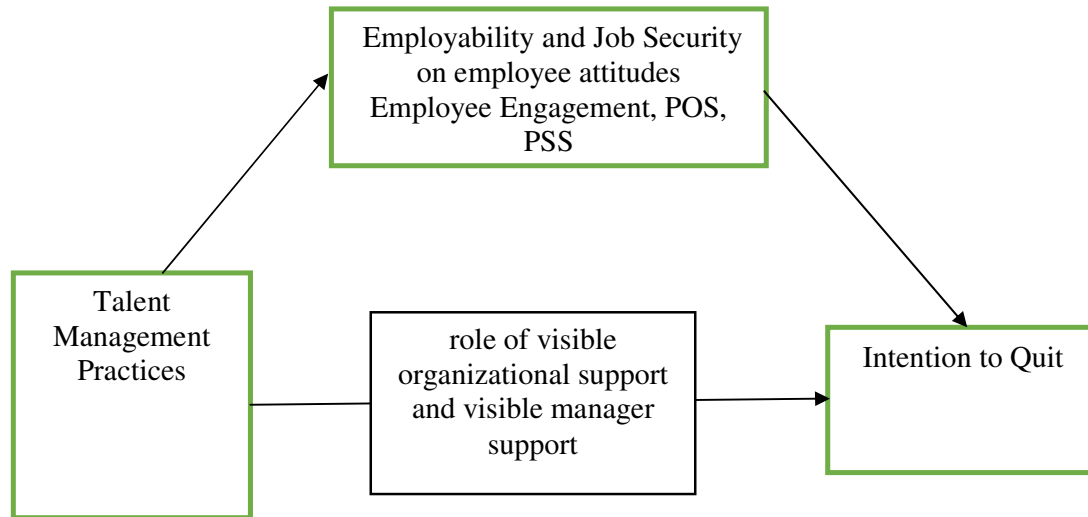
III.GAPS FROM LITERATURE REVIEW

Author	GAAP
Nicolene Barkhuizen (2014)	This paper focuses solely on conducting generation Y studies that can benefit by incorporating other generations, and analyzing comparing the wages and wage needs generated in the workplace.
Jennifer Kilber, Allen Barclay, Douglas Ohmer (2014)	Further research in this area also includes researching differences between generations around the world and geographically. Researchers should look at generation differences between cultures and countries and what causes global differences in mental and behavioral generations.
Liesel Du Plessis, Nicolene Barkhuizen, Karel Stanz, Nico Schutte (2015)	For further research it is recommended that the sample size be expanded to include other generations and organizations for the purpose of obtaining the findings.
Minhas Younas and Muhammad waseem bari (2020)	In further studies it is recommended that standardized research techniques be used as open-ended questions and discussions focusing on generation Y and therefore additional studies may analyze other observations such as observations from generation Y. Additional research may explore comparisons between needs and expectations in generation X, Y, Z
Solnet david, Anna Kralj, Jay Kadampully. (2012)	Further analyses of gen Y attitudes and behaviors should control for the effect of organization tenure, position and employment status amongst other potentiality confounding factors. Another possible area to investigate to improve upon this study would be to investigate the moderating effect of employability and job security on employee attitudes and relationship between constructs.
Mohsen shaikh, poonam Jindal (2017)	The further model can be supports by empirical research or theory underpinning.
Intan Azurin, Fadilah Puteh (2019)	More in-depth research needs to be done to identify other factors that lead to retention of this generation in the organization.
Namrata Murmu, Monika Bisht	This research can be expanded by conducting dynamic research after identifying flexible needs. Further these lessons can be expanded by analyzing the organization's perspective on this challenge. There are many more ideas for talent management where

generation Y can be connected.

Conceptual Model

The following conceptual frame was derived from the 11 literature papers



IV. CONCLUSION

In order to attract and maintain Generation Y, managers must understand their needs and expectations. The Indian workers are ruled by Generation Y and generation enters the profession in 20 years. This generation makes sense choosing to join organizations. India has a fascinating blend of thousands of years with Gen X that includes staff. Generation Y is determined to work hard, but also presented several challenges to employers. Organizations that understand needs and the aspirations of a thousand years and they are able to meet their career aspirations are evident highly sift the employer among job seekers. Organizations can find competition profit by designing effective HR strategies.

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