

A STUDY ON TALENT MANAGEMENT ON JOB SATISFACTION AT ASHOK LEYLAND

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ABSTRACT

Talent management is the practice of locating, retaining, and fostering the growth of the most talented employees available today. Talented employees benefit the business in a number of ways, including increased market value, high customer satisfaction, exceptional service, high revenue yield, low cost, and high productivity. Despite the benefits of talent management, the larger challenge is keeping these smart individuals given the harsh business environment that offers new possibilities to employees. The fact that relatively few firms put a major focus on talent management and their leadership structure when it comes to organizational and human resource management must also be emphasized. The corporation invests in new technologies, operating systems, and software planning even though the ultimate success of the business relies on having talented personnel, but they lack talent management abilities. The research's challenge is to evaluate employee happiness and talent management using a case study of a few selected banks in Lagos, despite the fact that modern companies are aware that their success depends on their capacity to inspire talented workers. Talent management and employee job satisfaction.

1.INTRODUCTION

The capacity to find, keep, and foster the most skilled laborers available today is alluded to as the ability of the executives. Gifted specialists give benefits to the organization such as market capitalization, high client satisfaction, fantastic help, high income yield, modest expense, and high efficiency. Bosses with fitting mastery, predominant abilities, extraordinary possibilities, and mental gifts are made accessible to the business by means of the ability of the board. Work fulfillment is a critical part of representative maintenance since gifted representatives either find employment elsewhere or are happy with their positions. Therefore, it is fundamental for a fruitful profession. Worker execution and individual bliss ascend because of occupation fulfillment.

Representative work fulfillment is a consequence of the ability of the executives, which sets laborers in places with vocation ways. Notwithstanding the upsides of the ability of the executives, the greater trouble is keeping up with these splendid individuals given the difficult business environment that presents new choices to laborers. It is likewise critical to feature that, with regards to human asset and hierarchical administration, not very many associations put areas of strength for an on ability the executives and their initiative design. Despite the fact that the last progress of the organization relies upon having gifted representatives, they put resources into new innovations, working frameworks, and programming arranging; however they need the executives' abilities. Notwithstanding the way that contemporary organizations know that their prosperity relies upon their capacity to inspire gifted workers.

Work fulfillment meaning of ability the board

Bosses with proper mastery, predominant abilities, extraordinary possibilities, and mental gifts are made accessible to the business by means of the ability of the executives. Work fulfillment is a critical part of representative maintenance since capable workers either find employment elsewhere or are happy with their positions.

The executives of ability Employees who have been perceived by the firm as having ability are the significant focal point of ability on the board. Be that as it may, the ability of the executives has no settled upon definition (Collings and Mellahi, 2009; Ewerlin and Süß, 2016). Crafted by distinguishing,

picking, creating, assessing, persuading, and holding individuals to guarantee the association's drawn out upper hand is remembered for all meanings of ability the executives.

Work Contentment The feeling of joy that an individual has at work is known as occupation fulfillment, and it is a hot issue in human asset management. It additionally arises as the serious issue of expanding worry for all organizations around the world. 2016 (Tanwar and Prasad). Work fulfillment is viewed as the overall idea that is utilized in numerous areas to measure or characterize how representatives feel about the exhibition, rules, and different parts of their organizations. Moreover significantly affecting the association's efficiency are the association's targets and objectives.

Execution of representatives Job execution is characterized as a worker's capacity to utilize drive and add to ways of behaving that are reliable with the association's objectives (Viswesvaran and Ones, 2000). To survey the level of adequacy and productivity of the specialists' exhibition and assignments, assess and apply the information procured.

1.1 NEED FOR STUDY

The exploration has shown the risky idea of ability the board methods, for example, deficient staff numbers, execution of the executives, and ability systems. These discoveries might be involved by the executives in the auto business to more readily foster skilled representatives and increment work satisfaction. Moreover, since they advantageously affect work fulfillment, the exploration has underscored the significance of the executives methodologies including system, ability assessment process, staffing, ability sending, ability advancement, and ability maintenance in the car business. Clinics should quit overseeing gifted auto staff in the ordinary way to further develop work satisfaction among their wellbeing laborers, particularly ashok leyland representatives. By guaranteeing that car ability the executives' frameworks are incorporated into their essential objectives and dispensing adequate assets to the ability the board framework, the exploration assisted with supporting the arrangement of efficient ability the executives strategies.

1.2 OBJECTIVES OF THE STUDY

- To frame the different ability the board procedures utilized by a couple of Ashok Leyland Hyderabad organizations.
- To survey what ability the executives means for work fulfillment in a specific auto firm, ashok Leyland Hyderabad
- To work out the connection between representative commitment and occupation fulfillment at Ashok Leyland.
- The review's utilization of a cross-sectional study technique restricted its capacity to reach determinations about circumstances and end results over an extensive timeframe.
- Just Ashok Leyland workforce in Hyderabad were the subject of the examination.

1.3 SCOPE OF THE STUDY

The assessment of ability of the executives and worker bliss are the review's principal points. An examination of a specific Ashok Leyland Company in Hyderabad.

2. RESEARCH METHODOLOGY

Cross-sectional review technique was utilized in the review's quantitative exploration plan. Cooper and Schindler argue that the enlightening and prescriptive motivations behind correlational examination, which center around the relationships between factors, are best served by a cross-sectional overview technique.

Test and populace

The four Ashok Leyland plants in Hyderabad were the review's objective populace. The Ashok Leyland were picked utilizing a purposive example procedure since they had a greater number of laborers. Each subject had an equivalent likelihood of being picked when the responders for the firm were picked utilizing a direct irregular example strategy. 100 laborers were chosen as an example from a populace of 8334 staff individuals utilizing the Cochran equation (1963), with a 95 percent certainty level and a 3 percent room for give and take.

Information Gathering

Essential information was utilized in the examination. Self-controlled surveys were utilized to accumulate the primary information. The impact of ability the board on work fulfillment of Ashok Leyland representatives in Hyderabad was evaluated utilizing a changed variant of the short type of the Minnesota Job Satisfaction (MSQ), and ability the executives was surveyed utilizing the Human Capital Index Questionnaire. To consolidate every one of the subjects that were believed to be relevant to cars of Ashok Leyland laborers in Hyderabad, a changed abbreviated form of the Minnesota Job Satisfaction (MSQ) poll was utilized. Two sections made up the survey. The "Presentation," which incorporated a segment with member socioeconomics, was the primary part. The subsequent part, named "Exploration Design Section," tended to how Ashok Leyland laborers saw what the nine abilities the board factors meant for work fulfillment. These included preparation, the ability assessment process, recruiting, staffing, drawing in ability, creating ability, conveying ability, execution of the executives, and ability maintenance. This apparatus' constancy has recently been shown. The MSQ short structure has 20 things, one for every angle, partitioned into inborn and outward work settings. The things were changed so as not to modify the first things to outline the impact of the board on proficient auto work fulfillment. Throughout 90 days, 947 surveys were shipped off respondents, and 598 of them were returned. Just 580 of these reactions — addressing a reaction pace of 61.2 percent — were relevant to examination.

Morals related issues

Prior to starting the exploration technique, consent to lead the review was mentioned from the North-West University and Directors of Selected Automotive in Hyderabad by means of their Research Ethics Committees. After an exhaustive depiction of the review's objective was given to the members, polls were circulated truly and irregularly by being given to them in the hand. The respondents' personality and secrecy were safeguarded all through the examination, which was led with their assent.

Treatment of Information

Prior to being brought into Stata variant 16.1 for factual examination, the information was physically coded, cleaned, and recorded on a success sheet. Recurrence tables, structured presentations, and rates were made utilizing the information synopses. Cronbach Alpha Coefficients were utilized to survey the estimation gadgets' reliability. Underlying condition displaying was utilized to approve the legitimacy utilizing corroborative variable investigation (CFA) (SEM). Preceding executing CFA, the example's appropriateness was checked utilizing the Kaiser Mayer Olkin (KMO) proportion of inspecting sufficiency. Utilizing Bartlett's trial of sphericity, the factorability of the connection network was analyzed.

2.1 LIMITATIONS OF THE STUDY

- The review utilized a cross-sectional overview plan which limits the concentration as far as delivering cause and outcome derivations over the significant stretch of time.
- Moreover, the review was directed in auto especially focal medical clinics of ashok Leyland workers Hyderabad just, as such the discoveries can't be summed up to other public and confidential medical clinics.

- The other impediment was to do with the unit of study that zeroed in on Ashok Leyland representatives as it were. This denied study gives the chance of acquiring various perspectives from other wellbeing laborers like specialists, clinic heads, clinicians and dental specialists.
- Future examination should seriously mull over a near report on the ability of the executives and its effect on work fulfillment for Ashok Leyland representatives Hyderabad.
- Future investigations ought to consider consolidating all wellbeing laborers.

3. REVIEW OF LITERATURE

1. There has been a ton of study accomplished on representative work fulfillment, as indicated by Inegbedion et al. (2020). The following are a couple of outlines of late writing. have suggested that, to all the more likely comprehend how representatives see task equilibrium and occupation fulfillment at work, an exploration was led. It tried to determine the degree to which laborers' view of responsibility balance influenced their degree of occupation fulfillment.
2. As per Cherif (2020), the objective of this exploration was to look at how worker work fulfillment and human asset the executives connect with foreseeing authoritative responsibility in the Saudi financial industry. Quantitative review research was utilized to accomplish the review's goal. Authoritative responsibility is the reliant variable, though human asset the board and worker work fulfillment are the free factors. Representative work fulfillment and authoritative responsibility were well associated with human assets the board.
3. As per Haralayya (2021), the point picked for the exploration at Big Bazaar is "Representative Job Satisfaction." The perusing was permitted to decide the level of worker work fulfillment in the organization. The exploration was important to comprehend worker work fulfillment and representative coordination in the work environment.
4. Representative efficiency is a vital determinant of firms' prosperity, guarantee Zardasht et al. (2020). Furthermore, exceptionally powerful laborers work on the nature of client associations. Considering its ideal effect on the authoritative achievement both inside and remotely, scientists and specialists have been examining its circumstances and end results increasingly more as of late.
5. Almohtaseb et al. (2021) express that the most recent exploration is to analyze the effect of groundbreaking authority on the work fulfillment of government representatives in Jordan. Utilizing a reasonable choice strategy, the specialists picked an example of 52 human asset laborers from public area undertakings. The expected relationship between the examination factors was likewise supported with the assistance of primary condition demonstrating.

4. DATA ANALYSIS AND INTERPRETATION

Table No 1 : Survey in Purchase Department:

Option	Responses	Percentage
Yes	70	70
No	30	30

(Source: Primary data: Questionnaire)

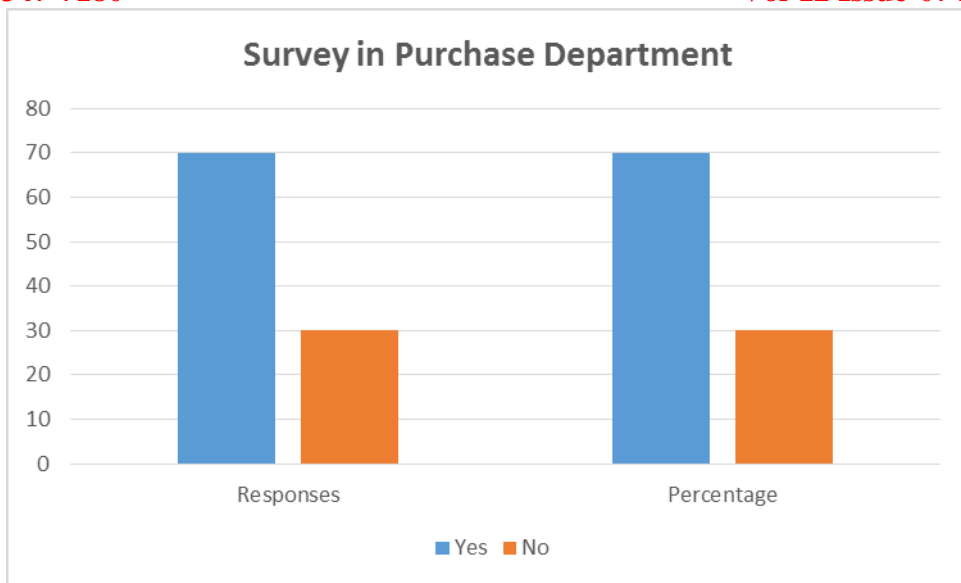


Figure No. 4.1 (Source: primary data survey questionnaire)

Translation: The pie-outline above uncovers that 70% of purchase division laborers are extremely content with the Talent Management process. Subsequently, we can reason that the ability of the board in the Purchase office is an effective cycle for the two workers and the firm.

Survey in Finance Department:

Option	Responses	Percentage
Yes	72	72
No	28	28

(Source: Primary Data: Questionnaire)

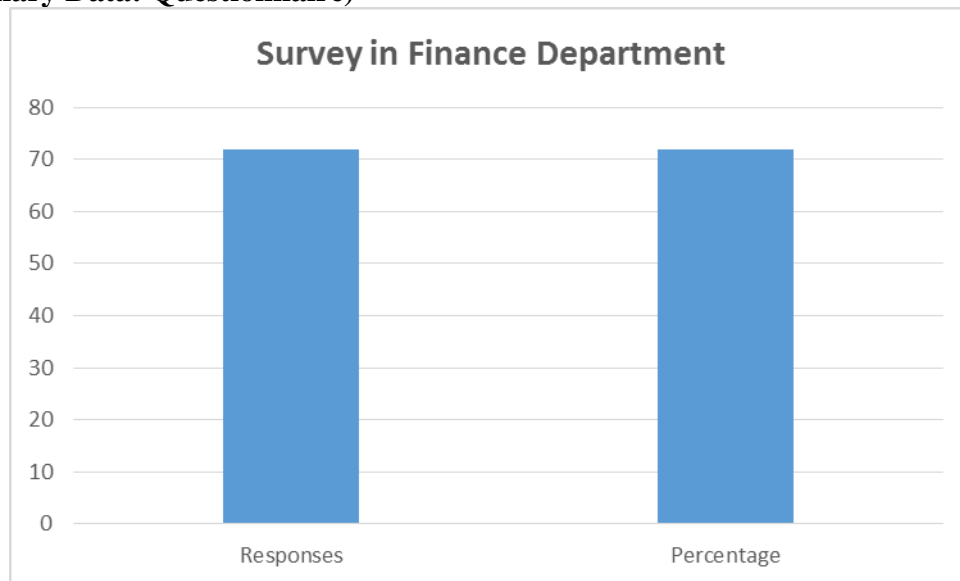


Figure No. 4.2/7 (Source: primary data survey questionnaire)

Understanding: The pie-chart above reveals that 80% of money division representatives are extremely content with the Talent Management process, 10% are fulfilled, 6% are normally fulfilled, and 4% are disappointed. Thus, we can reason that the ability of the executives in the money office is a fruitful cycle for the two representatives and the firm.

Survey in Production Department:

Option	Responses	Percentage
Yes	65	65
No	35	35

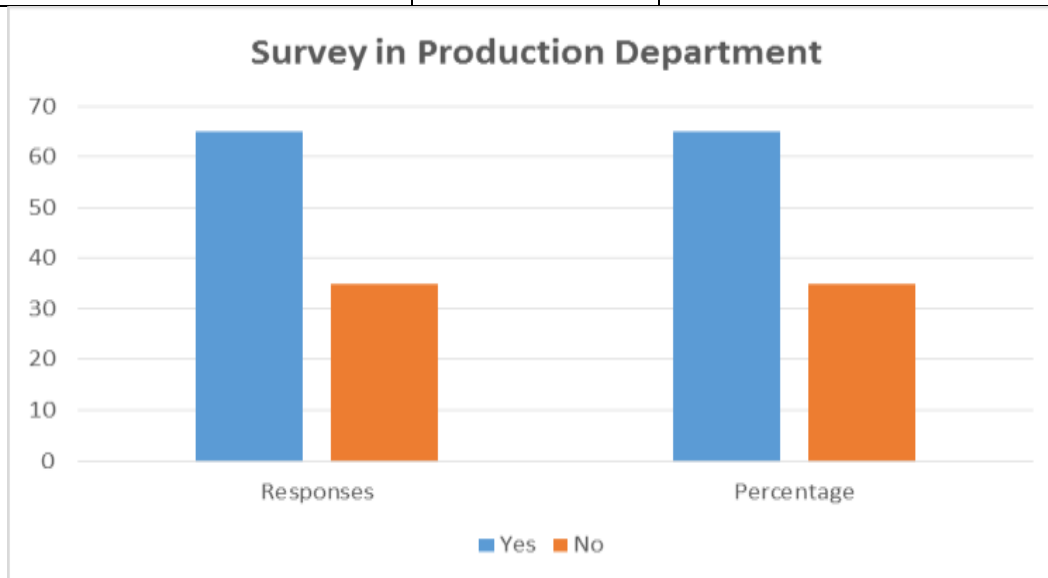


Figure No. 4.3(Source: primary data survey questionnaire)

Translation: In the creation area, we can see that 65% of the workers are answering "Yes," acquiring a potential open door to exhibit their abilities inside the association. Also, 35% of the labor force is answering "No." means that in this division, the ability of the board cycle is effective if over 60% of the workers answer "Yes."

Survey in packing and dispatch Department:

Option	Responses	Percentage
Yes	86	86
No	14	14

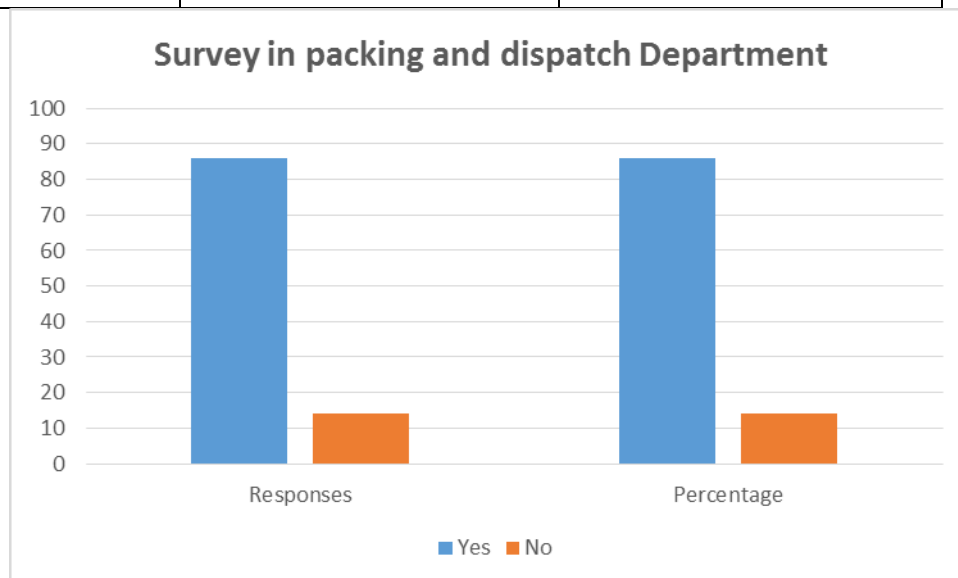


Figure No. 4.4(Source: primary data survey questionnaire)

Understanding: In the creation area, 86% of the representatives are demonstrating that they are getting valuable open doors to feature their abilities. Furthermore, 14% of laborers answer "No." means that in this division, the ability of the board cycle is effective if over 60% of the workers answer "Yes."

The reliability of the estimation gadget was evaluated utilizing the Cronbach Alpha Coefficients. In many occurrences of social examination, an alpha of 0.70 or above is viewed as OK. There was compelling reason to erase inquiries to increment dependability since the outcomes showed that the general Alpha was better compared to 0.9, demonstrating that the things of the Minnesota Job Satisfaction Questionnaire (MSQ) abbreviated form were extremely reliable. Likewise, every Corrected Item-Total Correlation esteem was higher than 0.3. Gliner, Morgan, and Leech contended that such qualities are suitable and that no things ought to be prohibited from the review.

TABLE 1: Item-Total Statistics for Minnesota Job satisfaction Questionnaire.

Item for job satisfaction	Scale Mean if item deleted	Scale Variance if item deleted	Corrected item-total correlation	Cronbach's Alpha if item deleted
I am able to keep busy all the time in this hospital because of talent management	50.91	195.264	0.5065	0.9426
In this hospital, I have the chance to work alone on the job because of talent management	50.81	192.696	0.5676	0.9417
Talent management ensures that I get the chance to do different things at this hospital	50.95	191.615	0.649	0.9403
Talent management has given me chance to become some body and a ctive at work	50.87	190.715	0.6778	0.9398
The way my supervisor handles his or her workers has improved because of talent management	50.94	191.478	0.6657	0.94
Because talent management intervened the skills gap in management has been closed	50.99	193.572	0.6217	0.9407
Talent management has taught me to be able to do things on my own without much help	50.79	190.385	0.6741	0.9398
The use of talent management by management ensures steady employment	51.00	190.214	0.6948	0.9395
Talent management has given me the chance to do things for other people by involving them fully	51.02	189.565	0.7024	0.9394
I have the chance to tell people what to do because of the skills I got from talent management	50.81	188.434	0.7095	0.9392
I was enlightened about policies with the help of talent management	50.95	189.820	0.706	0.9393
Talent management ensures that hospital policies are put into practice	50.86	189.797	0.6704	0.9399
Talent management has negotiated for a good pay against the amount of work I do	51.48	196.271	0.4906	0.9428
Talent management has increased the chances for advancement on this job in this hospital	51.30	192.909	0.6075	0.9409
I have the freedom to use my own judgment in this hospital because of talent management	51.02	191.817	0.6348	0.9405
The implementation of talent management in this hospital has given me the chance to grow	51.14	192.355	0.6394	0.9404
Talent management has created good working conditions for me in this hospital	51.13	189.737	0.7015	0.9394
The way my co-workers get along with each other is a result of talent management	51.09	189.164	0.722	0.939
The praise I get for doing a good job is a result of talent management	51.07	189.020	0.7032	0.9393
I feel a great sense of accomplishment from my job because of talent management	51.07	189.172	0.7075	0.9393

Factor examination was consequently useful with MSQ since the factorability of the 20 things of the MSQ was likewise surveyed, and the KMO was viewed as bigger than 0.7 appearance test sufficiency. The things might be considered since Scott and Bartlett's trial of sphericity was huge ($2 [190] = 6720.306$, $p 0.01$) (Elmi et al., Gliner et al., Similar to CFA, which was likewise finished, three MSQ factors were kept and in this way examined to foster a build for work fulfillment in view of Kaiser's measure of Eigenvalues bigger than 1. In the first place, 61.065 percent of the complete is made sense of by three parts joined.

The exploration utilized Hooper, Coughlan, and Mullen's principles for assessing fit files. The normalized root mean squared lingering (SRMR = 6.598) was over the edge of 0.08, as per the outcomes. Low (CFI = 0.678) was the near fit record. The root mean squared mistake of estimation (RMSEA) esteem (0.14) was high (> 0.08), while CFI upsides of 0.90 or more are viewed as proof of a solid match (Hooper, Coughlan and Mullen). Each marker highlighted a disappointing model fit to the information.

TABLE 2: Confirmatory factor analysis for job satisfaction.

Fit summary	
Standardised root mean squared residual (SRMR)	6.598
Root mean squared error of approximation (RMSEA)	0.14
Comparative fit index (CFI)	0.678

As shown, the outcomes showed that the coefficient gauges were genuinely critical ($p 0.001$). In this manner, the ways were not generally eliminated from the model on the grounds that the proposed

parts were legitimate. Every single individual thing (position fulfillment 1 to work fulfillment 20) were positive and huge in making sense of the connection between ability of the executives and occupation fulfillment through the parts of work itself, pay and government assistance, and relational connections. Yung,

TABLE 3: Path coefficients.

Path	Parameter	Estimate	Std. Error	Z	p> z
Work itself -> d_job_satisfaction_1	d_job_satisfaction_1	0.965688	0.00318	303.69	< 0.0001
Work itself -> d_job_satisfaction_2	d_job_satisfaction_2	0.974051	0.00256	380.55	< 0.0001
Work itself -> d_job_satisfaction_3	d_job_satisfaction_3	0.976486	0.002352	415.19	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_4	d_job_satisfaction_4	0.971073	0.002494	389.37	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_5	d_job_satisfaction_5	0.970329	0.002553	380.07	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_6	d_job_satisfaction_6	0.967606	0.00277	349.28	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_7	d_job_satisfaction_7	0.97179	0.002434	399.34	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_8	d_job_satisfaction_8	0.971672	0.002446	397.23	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_9	d_job_satisfaction_9	0.969509	0.002616	370.56	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_10	d_job_satisfaction_10	0.973119	0.00233	417.59	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_11	d_job_satisfaction_11	0.971913	0.002427	400.54	< 0.0001
Salary_and_Welfare -> d_job_satisfaction_12	d_job_satisfaction_12	0.96762	0.00277	349.34	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_13	d_job_satisfaction_13	0.936264	0.005282	177.25	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_14	d_job_satisfaction_14	0.957863	0.003592	266.69	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_15	d_job_satisfaction_15	0.966726	0.002889	334.67	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_16	d_job_satisfaction_16	0.967347	0.002842	340.33	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_17	d_job_satisfaction_17	0.970508	0.002584	375.59	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_18	d_job_satisfaction_18	0.974032	0.002305	422.61	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_19	d_job_satisfaction_19	0.969841	0.002642	367.15	< 0.0001
Interpersonal_Relations -> d_job_satisfaction_20	d_job_satisfaction_20	0.969882	0.002638	367.65	< 0.0001

Generally speaking, the discoveries propose that 47% of members affected work fulfillment. A sum of 32.5 percent and 6% of members, individually, communicated disappointment and incredibly disappointment. Under 1% of members detailed being extremely satisfied, while 13.8% of them said they were happy with the job ability the board plays in work fulfillment.

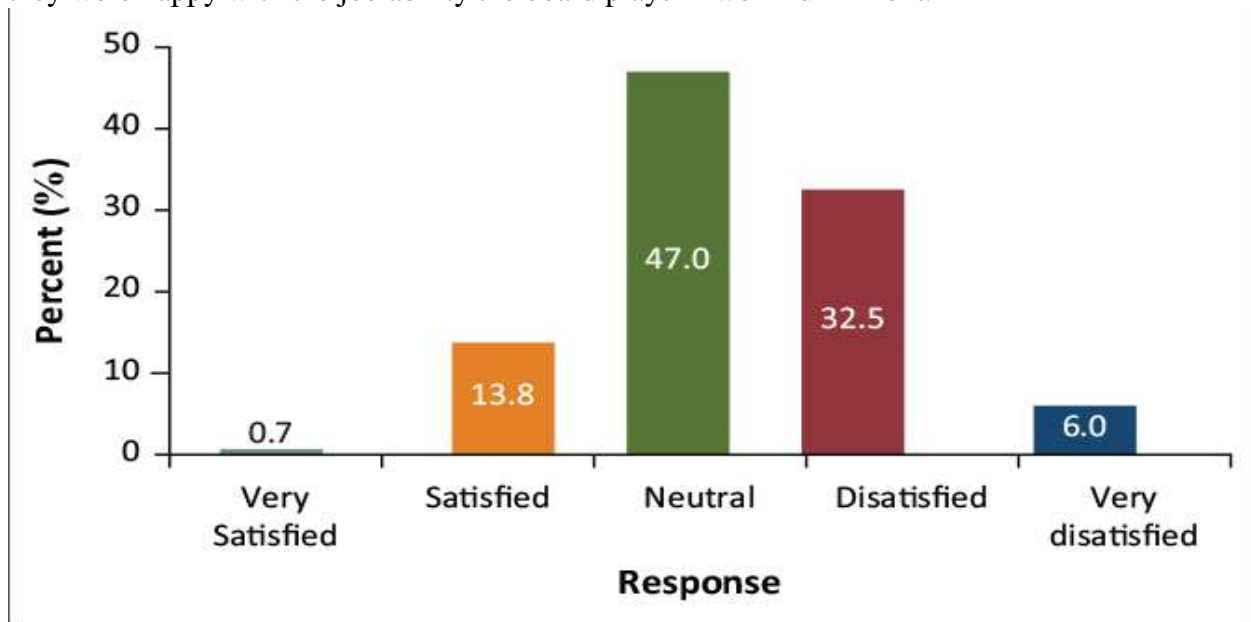


FIGURE 1: Overall participant's responses regarding the impact of talent management on job satisfaction.

5. FINDING OF THE STUDY

The review's objective was to learn what ability the executives meant for the work fulfillment of Ashok Leyland representatives in Hyderabad's car division.

As indicated by the exploration speculation, the discoveries are talked about:

H1: Job fulfillment and ability the executives are emphatically related.

The review's discoveries, in any case, were not in accordance with the hypothesis and existing exploration since a huge part of respondents communicated disappointment with how much ability the board adds to work bliss.

It is critical to take note that few scholastic explorations have shown a great relationship between ability on the board and work fulfillment.

There aren't many explorations that have been finished on the association between ability on the board and work joy.

Subsequently, the aftereffects of this exploration significantly advance comprehension; we might interpret the ability of the board and work fulfillment.

The discoveries of this examination add as far as anyone is concerned to the ability of the executives' methods in the car business and may assist the business with overseeing staff.

Furthermore, it gives more noteworthy information on the ability the board systems utilized in the vehicle business and what they mean for representative fulfillment, which may be profitable to the entire wellbeing industry.

5.1 SUGGESTIONS AND RECCOMENDATIONS

The accompanying ideas are given to vehicles in view of the review's outcomes. It is exhorted that administration focus on the ability of the board by guaranteeing that car ability the executives' frameworks are incorporated into their well defined courses of action simultaneously, and there is a need to give adequate assets to the ability of the board framework. To expand the work satisfaction of wellbeing experts, particularly Ashok Leyland representatives, the executives ought to help proficient ability the board techniques. Subsequently, the executives in the auto business should recognize the essential commitment that productive ability the board makes to representative work fulfillment and make a suitable move in the car of Ashok Leyland representatives in Hyderabad.

Hypothesis related ramifications

This exploration assists with understanding how Ashok Leyland laborers in Hyderabad are impacted by the ability of the executives systems regarding position fulfillment in the car business. The review brings issues to light of this peculiarity since there haven't been many examinations done in this field. The review's discoveries support the ability of the board and work fulfillment. The study adds as far as anyone is concerned of how blissful Ashok Leyland laborers in Hyderabad are with the ability of the executives methodology that are at present set up.

5.3 CONCLUSION

The objective of this examination was to learn the board's impact on Ashok Leyland laborers' work fulfillment. A review of the writing uncovered an information hole in the space of work fulfillment in the auto business. The review's decision was that representative work fulfillment at Ashok Leyland was not impacted by the ability of the executives systems. The outcomes featured the difficulties in involving the board methods in the car business. Since it increases worker bliss, supervisors in the auto business ought to give close consideration to the great faculty of the board.

SUMMARY

Job satisfaction is the key determinant of whether employees are likely to leave or stay with a firm. Talent management, a key element of human resources management, is necessary if employees are to be content at their positions and stay with the organization. This study sought to understand how Ashok

Leyland Hyderabad workers felt about their jobs as a result of talent management. The desire to learn: The relationship between Ashok Leyland's people management strategies and job satisfaction has to be investigated. Studies have been conducted in the Hyderabad setting despite significant voluntary staff turnover in the employee profession, which has led to a severe lack of workers. Methodology, research approach, and design: The study used a quantitative methodology and a cross-sectional survey technique to determine the impact of talent management practices on employee job satisfaction at Ashok Leyland. A sample of 100 specifically selected employees from the four main Ashok Leyland facilities in Hyderabad were used to collect the data. Along with the Human Capital Index survey, 100 workers took a modified version of the Job Satisfaction Questionnaire for Automotive Professionals. Ultimately, 580 responses were considered appropriate for study. Main conclusions: The study's findings indicate that talent management practices in Hyderabad's automotive sector do not increase employees' job satisfaction. Staffing, talent development, and talent deployment are the three most trustworthy measures of an employee's job satisfaction out of the nine talent management techniques, according to a regression analysis. Since they show how difficult it is to carry out talent management processes at Ashok Leyland Company of Hyderabad, the study's results have practical and managerial ramifications. Given that inadequate talent management strategies may reduce employee work satisfaction, management should be happy with these results.

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