

Impact Of Talent Management On The Job Attitude Of Employees In Indian Thermal Power Sector – A Proposed Model

Sheetal Rampal¹, Dr. Nitin Arora²

¹(Ph.D Scholar in Management, Amity International Business School, Amity University, Noida (U.P)-201301, India)

²(Professor in HR Department, Amity International Business School, Amity University, Noida (U.P)-201301, India)

Corresponding Author: Sheetal Rampal

Abstract : The power sector in India is emerging rapidly, facing a big challenge in attracting and retaining talented employees. Thermal power contributes nearly 65% of India's total power demand. Thermal power plants require technical manpower for operation and maintenance of existing units and expert manpower for erection and commissioning of new power plants. Not only technical, but, competent manpower is needed for managerial and services functions to have sustainability and cost-effectiveness of these power plants.

It becomes the need of time for thermal sector to develop strategies for talent management of the employees and keep motivating them in the course of their career growth and development trajectory. In this research paper, the intention is to understand the various talent management practices being undertaken by the thermal power sectors for their employee's well-being like recruitment and selection, training and development, rewards and recognition, competency mapping etc. The study focuses on the three different variables of the job attitudes of the employees working in thermal power sector in India namely job satisfaction, job commitment and job turnover intentions. An extensive literature review has been done for explaining the different variables and then a comprehensive model is proposed showing the relationship between talent management practices and the job attitudes.

Keywords : Indian Power Sector, Job Attitude, Talent Management, Thermal Power

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I. Introduction

In the last few decades, talent management has gained importance globally. Many talented people working in the organisations leave due to lack of growth in their organisation and seek better opportunities. It becomes a big thought for the organisations worldwide how to manage and develop their human resources for a competitive advantage and also retaining them. In this research paper, the intention is proposing a model on the impact of talent management practices on the job attitudes of the employees working in thermal power sector in India. This can be assessed on the basis of three variables viz. job satisfaction, job commitment and job turnover intentions. As far as talent management is concerned, it includes the whole process of Planning, Recruiting, Training, Developing and Retaining employees in any organization. Talent Management can be considered as a phenomenon managing talented people, keeping them engaged in the organisation and support their growth, wellbeing and happiness (Vanzylet al.2017) [1]. Companies are now focusing more on developing and retaining the talent that already exists rather than attracting a new talent from the market and bearing the cost. Talent management of existing employees in the companies is cost efficient than replacing them once they leave.

1.1 The Indian Power Sector

1.1.1 An Overview

As per the report [2] of the National HR Summit on the topic "Transforming HR: Indian Power Sector" held in Jan. 2016, India had a very poor capacity to generate power in the year 1910, which ultimately resulted in shortage of power all across the country. It was the Electricity Bill, introduced in 2003, which gave a major boost to the power sector as it introduced power trading and created and de-regularized the power sector. Since then, amendments to the Bill have further helped in generating power for the country. In the last decade, India has managed to significantly improve our power generation capacity which is in line with our aim to become the 3rd largest GDP in the world by 2030. A conventional power plant has to carry three basic activities viz. Power generation, its transmission and distributing it across the decided areas. Each of these activities requires especially skilled manpower (Chawla, 2010) [3].

1.1.2 The Thermal Power Sector

As per the data obtained from the report on National HR summit on Indian Power Sectors (2016), majority of power generation in India is through thermal, i.e. 1,98,484 MW. Out of this, Coal contributes to 1,17,018 MW, Gas contributes 24,473 MW and Oil contributes 994 MW. Installed capacity of hydro power is 42,623 MW, nuclear is 5,780 MW and renewable is 37,415 MW. The Thermal Power Plants in India generate nearly 65% of the power demanded and used in India. Our country's huge coal reserves try to meet approximately 51% energy demand of India. There are many public and private sector companies producing thermal power in India. Thermal Power projects have a demand for technically specialised manpower during the construction and building of the plant and also for operation and maintenance of these plants. As the business in Thermal Plants is based on technologies, only competent manpower is required in technical as well as managerial fields for implementing the projects and sustainable performance once commissioned (IEMR Report, 2012) [4].

1.1.3 Current Scenario in Power Sector

The Indian power system is one of the most complicated systems in the world and has been ranked as the fifth largest system in the whole world. It produces nearly 1,031 billion units (BU) of annual electricity which makes it among the top five power consumers across the world. The demand for electricity is expected to reach approximately 1,900 BU by the year 2020 (CII-PWC report, 2015) [5]. Due to the rapid growth of population, industries, economy, prosperity of the people and urbanization in India in the last few years, per capita energy consumption has increased. This has led to a wide gap of access to energy in India. In thermal power sectors, there is a large requirement of trained engineers, skilled workers and technicians (IEMR Report, 2012). As per the report on National HR Summit on Power sector (2016), it was revealed that talent acquisition and management is a major concern in this sector as attraction towards public sector enterprises has declined substantially over the years. Although many engineering graduates pass out every year in India who have the potential required for joining any power sector company but it is always a challenge to attract young graduates in this sector. Also with the growth of many other industries like IT sector being preferred by the youngsters, it is really challenging for the power sectors to search ways for attracting, training, developing and providing the best working environment to retain this talented manpower into the industry.

1.1.4 Talent Management in Thermal power sector

According to the report of HR Summit (2016), the effectiveness of HR strategies would be instrumental in dealing with rapid and radical changes happening in and around the sector. India has many types of thermal power plants which are categorized based on the type of fuel which is used for generating the steam. This can be coal, gas and diesel. Majority of the Thermal power companies use coal for generating power. The major private sector companies generating thermal power are Tata Power, Reliance Power, Jindal and Adani Powers. The National Thermal Power Corporation (NTPC) which is the largest Public-sector power company and many other state-owned companies are operating coal-based thermal power plants. Pushkar et al. (2013) [6] did a research on what role was played by NTPC in Indian Power Sector. They found that, NTPC is Indian PSU which produces the largest thermal power in India. It was established in the year 1975. This company had the major objective of building thermal power stations of large sizes and also their transmission systems. This was done to boost the power development in India. Due to its immense contribution to the whole power sector, NTPC has been granted "Maharatna" status by the Govt of India. This company has a global vision to become the largest and best producer of power in the world, thereby contributing India's growth. Being such a large sector, it has a huge manpower requirement. The company follows many talent management practices to recruit, retain and develop the right talent and reduce attrition rate at the same time increase profits. According to HR policy manual of NTPC [7] updated in 2012, the company thinks that for being successful in an environment full of competitions, it has to adopt talent management strategies starting from recruitment of its employees and then training and retaining them. It believes in its HR for attaining excellence and follows a "People First" policy for utilizing the potential of its over 25000 employees for making it a world class organisation. This company has belief in its four building blocks comprising of competency, commitment, culture and system building. It emphasizes on individual growth along with organisational growth.

1.1.5 Problems/Challenges in Power Sector

As the Power industry in India is growing very fast, there are certain problems and challenges it is facing. Once the initial investment is done, it has to see that various issues are addressed properly for the timely implementation and long-term performance. As per the IEMR Report on human capital challenges in the power sector (2012), some problems in thermal power sector are:

a) *Acquiring new and fresh Talent* : Every year many potential graduates pass out of technical institutes who can join the power industries, but there is a certain lack of interest in our youth regarding power sectors because they

have to work in project areas away from cities. With growing number of industries in other sectors like IT, they are preferred choice for young talents due to their locations in the urban sectors. So it becomes a big challenge for the power sector to find out ways for acquiring new talents and also offering them best services for their growth and retention. Job satisfaction, work life balance and congenial atmosphere at the workplace, are some of the magnets with which power sector can attract young workforce.

b) Training and Development Infrastructure : Although India produces a large number of potential engineers every year but they cannot be deployed directly into any power sector company without proper training due to being a highly technical nature of this industry. The sector requires that organizational commitment is inculcated in each employee. The infrastructure required for training in power sector is not adequate and can cater hardly 23% of the actual requirement. At a time when the power generation capacities are to be increased, insufficient training infrastructure and managerial competencies would nearly stop the ability of this sector to adapt and grow. The managerial talent in the power industry has to be trained for the social, commercial, business and environmental aspects also.

c) Retaining the existing manpower: It is a big challenge in front of the power industry to retain their existing manpower. They have to develop strategies for talent management of the employees and keep motivating them through their growth and development. They should give career growth opportunities to their key leaders. The power companies are not able to attract best talent in spite of attractive salaries, perks and immense opportunities for a meaningful career.

1.2 Research Gap

As per report of National HR Summit (2016), compared to the last sixty years the number of power plants that will be built in the next ten years will definitely boost the economy as well as manpower requirement in the power sectors would increase and talent management practices would come up as a challenge in this industry. Hence proper measures for building the required capacity needs to be taken along with the fulfilling of manpower for attaining the targeted plans. Also, training should be given to the existing manpower to enhance technical skills, increase productivity and keep them motivated. As more and more talented employees leave the organisation due to lack of their personal growth opportunities, it remains a challenge for the companies to retain their talent. Many companies in the service sectors like healthcare industries, banking sectors, IT sectors, power sectors and also manufacturing sector are realizing the importance of retaining talent instead of hiring and trying to allocate a major part of their budget to adopt talent management practices. Power industry is facing problems in managing the talent and hence it is the need for this industry to adopt certain talent management practices and many have started practicing ways to attract, develop and retain the required talent in this type of industry with huge manpower requirement. Initial research through the available literature review shows that there is a dearth of studies related to the impact of talent management on the job attitude of employees in the thermal power sectors in India. The gap exists in the available research on how these talent management practices effect the level of job satisfaction, job commitment and also turnover intentions of the employees working in the thermal power sector in India.

II. Research Objectives

- 2.1 To understand the various talent management practices being undertaken by the thermal power sector and the relevance and feasibility of these practices.
- 2.2 To understand the preliminary factors affecting the job attitude of employees.
- 2.3 To create a comprehensive framework relating the talent management practices with job attitudes of employees in the thermal power sector.

III. Literature Review

3.1 Talent Management

According to a research done by Van Zyl et al. (2017) talent management in any company has different aspects like attraction, recruitment, deployment, growth and development, performance management, talent reviews, rewarding and retention. An early clarification of roles, responsibilities and accountability of the employees lead to implementation of talent management successfully. A study done by Awan and Farhan (2016) [8] showed that talent management variables like attraction, development and retention have a positive effect on the satisfaction in job and this leads to a better performance and also lesser turnover intentions.

According to works of Karuri and Nahasun (2015) [9] on effect of talent management on employee outcomes, many organizations at times fail to engage in the activities that enhance their talent, competencies, critical knowledge and skills, and results in low employee outcomes and hence largely effects the organization. Proactive planning and implementation of talent management practices like recruitment, training and development, compensation and retaining lead to increased satisfaction in job and organizational commitment (Kaliaman et al., 2015) [10].

Isa and Ibrahim (2014)[11]asserted that to retain talent, organisations should focus on nurturing and developing their talent through training and development, rewards, career planning and this have a positive effect on the employee engagement in these companies. Maya and Thamilselva(2013)[12]found that talent management practices which include attraction, recruitment, development and retaining of the employees in the software industries in India have significantly enhanced the employee's performance and the organizational efficiency.

3.1.1 Recruitment and selection Practices

As per the works of Murthy and Veena (2015) [13]recruitment and selection of employees is a significant part of the different practices undertaken for talent management of employees and forms an important part of the tasks of a human resource manager working in any organization. Companies spend their considerable time and resources for matching the capabilities of potential candidates against their demands.

Karthiga et al (2015) [14]asserts that recruitment is a talent management practice adopted by organisations for the search of suitable employees so that they are attracted to seek a job in their organisation. Selection can further be defined as the choosing of the person who according to them best suits their job requirement from among the applicants. The performance or the success of any organisation is quite dependent on the recruitment and selection process followed there.

According to Mustapha et al. (2013) [15]the purpose of recruitment is not only filling the vacant posts but also to develop and retain the employees. For the process of recruitment and selection to be effective, it should be properly planned, executed, transparent and fair for the overall development and consistency of the organisation.

3.1.2 Rewards and Recognition

Organisations tend to reward their employees often as a motivating factor and also to retain their talented employees. A reward is a formal and impartial exchange as an expression of appreciation for any employee for achieving the desired targets or results (Bhaskar, 2015) [16].

As per David et al. (2010) [17], reward and recognition build structure for any company which consist of policies regarding pay and salary structures, compensations and also team rewards. Reward system is a significant factor which keeps the self-esteem of the employees high and passionate in doing their job and brings a level of satisfaction.

Rewards have a pivotal role in deciding the required performance level in a job and brings the employees closer to their organisation as they feel a sense of satisfaction in doing their job, thereby increasing the level of productivity and output at job (Danish et al., 2010) [18].

3.1.3 Training and development

According to Nischitha & Rao (2014) [19], training of employees is a learning process that includes attaining of new skills, knowledge or techniques to increase the level of performance of the employees. Training is imparted to the employees on continuous basis from time to time so that they become aware of enhancing their performance and ultimately increase the output of the organisation. The effectiveness of training depends on the design and style of imparting. It not only enhances the skill but also changes the attitude of the employees working in any organisation. They feel more connected and competent in performing their job effectively (Abdul Gafoor et al., 2011) [20]

3.1.4 Competency Mapping

According to Bharthvajan (2013) [21], organizations wanting to have highly talented and competent employees try to develop a technique of competency mapping. Through this organisations identify and describe the competencies (skills and attitude) required to handle certain work areas and utilize their talent in the best way.

Nair (2012) [22]asserts that competency mapping allows the companies to compare the available competencies and becomes an effective talent management practice for recruitment, training, promotions and organisational development. It has a significant role in retaining the talented employees.

Velayudhan (2011) [23]in his works described competency mapping as a strategy of developing a framework for human resources to observe the output and development of employees in organizations which enable better management of employees' talent.

3.1.5 Job rotation

As per the research conducted by Oparanma and Nwaeke (2015) [24], job rotation has a significant and favourable influence on the job performance of the employee. The process of job rotation allows employees involved to attain more skills, knowledge and talents on the job and the management tries to get best productivity through this practice.

According to Suyukariet al. (2013) [25], job rotation which is the transfer of employees within the organisation from one department to another can break the monotony in same type of job by reducing boredom and increasing motivation of the employees. It can be considered as a talent management practice to enhance the skills and make employees flexible to do work in different departments of the organization.

3.2 Job Attitude

As per the works of Noah and Steve (2012) [26], the attitude of a person shows his preferences regarding other persons, jobs, events, places etc. occurring in their environment. Attitudes of people affect their behaviour in their organisations. Job attitude of employees are studied to know how they react to the policies of the company regarding their promotions, pay, benefits or working hours. An organisation where a person works definitely has an impact on the job attitude of employees working there.

3.2.1 Job Satisfaction

According to Srivastava and Das 2015 [27], job satisfaction describes the general feeling and attitude of a person regarding his job. If a person is happy and satisfied in doing his job, he has a positive attitude and if he is not satisfied then he keeps a negative attitude for his job. This level of job satisfaction depends on many factors and has a significant influence on a person's physical and mental health.

As per Indermunn (2013) [28], the employees with a high level of satisfaction feel connected with their organisation and have a feeling of pride in being the member of their organisation and have faith in the policies and goals of their company. As a result, these employees perform well and contribute in the productivity of the organisation. On the other hand, dissatisfied employees show lesser work interest and low output.

Job satisfaction is the feeling people have about their job and can be achieved by providing best working environment, monetary and non-monetary benefits, delegation of powers and also recognition to the employees. Organisations often face the challenge of implementing the proper techniques for achieving job satisfaction of their employees (Mohammad and Eleswed, 2013) [29].

3.2.2 Job Commitment

According to Albdour and Altarawneh (2014) [30] organizational commitment can be measured by three factors namely affective commitment which includes the emotional part, secondly the continuance commitment which is the maintenance factor and thirdly, normative commitment. The affective commitment is the emotional bonding of the employee with his organisation. Continuance commitment refers to the risk involved in leaving the organization. Finally, normative commitment is the employees' obligation to stay in the company.

Organisations can improve their performance if their employees are committed to their job and organisation. Often a high level of stress leads to dissatisfaction of their employees which further decreases the organisational commitment (Memari et al, 2013) [31].

3.2.3 Job Turnover Intention

Job turnover intention is the intention of employees to quit the organization. Its measurement can decide whether an employee would leave any organisation or not. Turnover intention of any employee depends on his attitude towards job and the level of satisfaction. Organisations have to manage its talent for retaining it (Mohindru et al 2013) [32].

Alshammari et al. (2016) [33] found in their study that as employees spend more time in any organisation, they tend to get more involved in their jobs and get settled in their job. Once the employees find a level of satisfaction and a great passion towards their jobs, the tendency to leave decreases.

Turnover intention is influenced by factors like job satisfaction and job commitment. Organisations that want their talented employees to stay are constantly devising methods for the development and growth of their employees and have faith in their value (Hwan Cho and Min Son, 2012) [34].

3.3 The Proposed Model

The research purpose of this paper is to study the impact of talent management practices on the job attitude of employees in the thermal power sector. From the initial review of available literature, five talent management practices are chosen as the independent variables in this study: Recruitment practices & selection practices, rewards and recognition, Training and development, Competency mapping and Job rotation. The dependent variables of job attitude for this study are job satisfaction, job commitment and job turnover intention. The framework which has been proposed for the study is shown in fig.1.

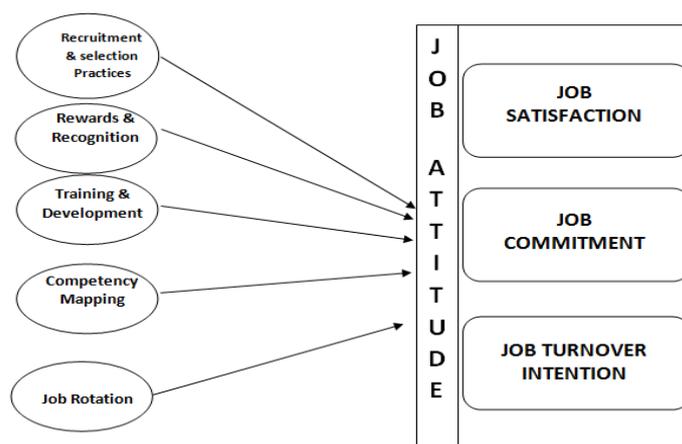


Fig. 1:A Comprehensive Framework of Talent Management

3.3.1 Explanation of the variables

For explanation of the independent variables with their definitions given from time to time by various authors, an exhaustive literature review was carried out. All independent variables e.g. Recruitment & selection practices, rewards and recognition, Training and development, Competency mapping and Job rotation were reviewed in details and related definitions were identified and tabulated in Appendix-1 enclosed at the end of this paper. To explain and define the dependent variables i.e. job satisfaction, job commitment and job turnover intention; the available literature is reviewed exhaustively and detailed in tabular form as Appendix-2 enclosed at the end of this paper after Appendix-1.

IV. Possible Outcomes

On the basis of our research some possible outcomes could be

4.1 Better understanding of the different talent management practices being followed in the thermal power sector.

4.2 We might be able to develop a comprehensive framework showing the relationship between the talent management practices adopted in thermal power organisation with the job attitudes of employees working in thermal power sector.

4.3 We would be able to explore the different moderators influencing our framework. For example, age group, location, gender, health of the employees etc.

4.4 We would be able to do a sensitivity analysis of the framework by taking into account our moderators and how do they change our results of the impact of talent management practices on the job attitudes of the employees in thermal power sector.

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APPENDIX-1(Definitions for Independent Variable)

S. I.	Variables	Definitions	Author/ Year	Journal
1.	Talent Management (Independent Variable)	Talent management is broadly defined as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable competitive advantage, the development of a talent pool of high potential and high performing persons to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization.	Collings & Mellahi, (2009)	“Strategic Talent Management: A review and research agenda”, <i>Human Resource Management Review</i> , 19: 4, 304–313
		Talent is the only resource which is valuable in a company to face the competitions in the business world. It is a new phenomenon with mainly three strategies of identifying talent strategies, developing talent strategies and retaining talent strategies.	Karunathilaka et al (2015)	A study of talent management as a strategic tool for private sector organizations in Sri Lanka <i>European Journal of Business, Economics and Accountancy</i> Vol.3, No. 6
		Talent management is a long-term and continuous process and it requires a belief in talent so that all the individuals can contribute in making the organization successful. An effective talent management system builds a winning organization by connecting corporate strategy with the quantity and quality of leadership required to execute it and identifying those individuals with the highest leadership potential across the organization early in their careers.	Hejase et al (2016)	Talent Management Challenges: An Exploratory Assessment from Lebanon <i>International Journal of Business Management and Economic Research(IJBMER)</i> , Vol 7(1),
		Talent Management is a philosophy of how to manage talented people and keep them engaged and support them in growing and being happy. It starts from attracting, selecting, recruiting and retaining the employees in the company.	Van Zyletal(2017)	The development of a talent management framework for the private sector: <i>SA Journal of Human Resource Management</i> .15(0)

a)	Recruitment and Selection	Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition.	Karthiga et al (2015)	Recruitment and Selection Process International <i>Journal of Scientific and Research Publications, Volume 5, Issue 4</i>
		Recruitment and selection forms a core part of the central activities underlying Human Resource Management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. The recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems.	Murthy and Veena (2015)	Framework of recruitment and selection Practices: A case study BMRCL: <i>Asia Pacific Journal of Research Vol. 1, Issue 15</i>
		For recruitment and selection process to be effective, it should be consistent with an established standard, fair, transparent. The aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement. It aims to build a strong organisation where effective team work, and the individuals needs are realized at the same time. A good selection process is one that is properly planned and well operated.	Mustapha et al. (2013)	The Impacts of well Planned Recruitment and Selection Process on Corporate Performance in Nigerian Banking Industry <i>International Journal of Academic Research in Business and Social Sciences, Vol. 3, No. 9</i>
b)	Rewards and recognition	Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper rewards and recognition at their job. Rewards enhance the level of productivity and performance at job.	Danish et al. (2010)	Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan <i>International Journal of Business and Management Vol. 5, No. 2</i>
		Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward. Reward system is an important tool that management can use to channel employee motivation in desired ways the reward and recognition programs serve as the most contingent factor in keeping employees' self-esteem high and passionate.	David et al. (2015)	Reward Management System: <i>International Journal of Core Engineering & Management Volume 2, Issue 2</i>
c)	Training and Development	It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. Training is a continuous process by which employee actually gets the knowledge and get to know how he or she can perform well in the organization.	Nischitha & Rao (2014)	International Journal of Business and Administration Research Review, Vol.1, Issue.5
		The most influencing training characteristics was training method followed by training management, training objectives, training environment, and trainer whereas for learning, the greatest variation was also explained by training methods but followed by trainer, training management, training environment, and training material.	Muhammad Zahid Iqbal, et.al., (2011).	An Empirical Analysis of the Relationship between Characteristics and Formative Evaluation of Training. <i>The International Journal of Business Research 4 (1): 273-86</i>
		Training and Development has positive effect on Organizational performance. It increases the competency and skills of the employees. Training design and the style of training play important role in the effectiveness of the training. Training of the employees ultimately impact the performance of the organization.	Abdul Gafooret al. (2011)	Impact of Training and Development on the Organisation Performance: <i>Global Journal of Management and Business Research Vol 11, Issue7</i>
d)	Competency Mapping	Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role. "Competency" can be thought of as the tools that individuals use for successful or exemplary (best-in-class) performance.	Bharthvaj an.R (2013)	International Journal of Innovative Research in Science, Engineering and Technology Vol. 2, Issue 11
		The process of determining competencies required for a job is referred to as competency profiling, and the	Jayachand rannair	Is talent management accentuated by competency

		process of comparing competencies of employees against the targeted competencies is called competency mapping. It is necessary to train, define and retain talent in a company. Competency mapping can be a talent management strategy for effective recruitment and selection, training, career development and succession planning and organizational development.	(2012)	mapping? <i>International Journal of Social Science & Interdisciplinary Research</i> Vol.1 Issue 11
		Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmes.	Velayudh an T.K (2011)	Competency Mapping of the Employees- A Study <i>International Conference on Information Communication and Management</i> vol.16
e)	Job rotation	Job rotation can reduce boredom and increases motivation of the employees. It enhances the skills of the employees and make them aware of the different activities and flexibility to do work in different departments of the organization and in a way, increases the life of the organization.	Suyukari et al. (2013)	Job Rotation Practices, Stress and Motivation: An Empirical Study <i>International Journal of Research in Management & Technology</i> Vol. 3, No.6
		Job rotation has been defined as systematic movement of employees from one job to another at planned intervals. It sometimes involves lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs.	Adomi, E. E. (2006)	Job Rotation in Nigerian University Libraries. <i>Library Review</i> , 66-74

APPENDIX-2(Definitions for Dependent Variable)

S. I	Variables	Definitions	Author/Year	Journal
1	Job Attitude (Dependent variable)	Attitudes reflect a person's likes and dislikes towards other persons, objects, events and activities in their environment. It makes sense to study and know about attitudes because strong attitudes will very likely affect a person's behaviour; attitudes toward supervision, pay, benefits, promotion or anything that might trigger positive or negative reactions.	Noah and Steve (2012)	Journal of Sustainable Society Vol. 1, No. 2
		Job attitudes are evaluations of one's job that express one's feelings toward, beliefs about, and attachment to one's job. This definition encompasses both the cognitive and affective components of these evaluations while recognizing that these cognitive and affective aspects need not be in exact correspondence with one another.	Schleicher et al (2004)	Reexamining the job satisfaction-performance relationship: the complexity of attitudes. <i>J. Appl. Psychol.</i> 89:165-77
a)	Job Commitment	Job commitment may be viewed as the degree to which an individual adopts organizational values and goals and identifies with them in fulfilling their job responsibilities.	Tanriverdi, H. (2008).	Journal of American Academy of Business, 14(1), pp. 152-163.
		Organizational commitment can be measured by three factors namely affective commitment which includes the emotional part, secondly the continuance commitment which is the maintenance factor and thirdly, normative commitment. The affective commitment is the emotional bonding of the employee with his organisation. Continuance commitment refers to the risk involved in leaving the organization. Finally, normative commitment is the employees' obligation to stay in the company.	Albdour and Altarawneh (2014)	Employee Engagement and Organizational Commitment: Evidence from Jordan <i>International journal of business</i> , 19(2)
		Commitment of employees can be an important instrument for improving the performance of the organizations and in most of the organizations high rate of stress leads to lower satisfaction and in turn produces very low organizational commitment.	Memari et al (2013)	The impact of Organizational Commitment on Employees Job Performance <i>Interdisciplinary journal of contemporary research in business</i> Vol 5 No 5
		Commitment is the employee's feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressure exerted on an individual prior to or following entry.	Meyer and Allen (1990)	A three component conceptualization of Organizational commitment, Human Resource

				Management Review, 1 (1)
b)	Job Satisfaction	The term job satisfaction to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about their job, while a person who is dissatisfied with his or her job holds negative attitudes about the job.	Srivastava and Das, (2015)	International Journal of Science and Research (IJSR) Volume 4 Issue 7, July 2015)
		Job satisfaction is the feeling people have about their job and can be achieved by implementing different techniques including empowerment, monetary and non-monetary based techniques, recognition, and many others. Although achieving high level of satisfaction might be a challenging task for organizations to obtain.	Mohammad and Eleswed (2013)	Job Satisfaction and Organizational Commitment: A Correlational Study in Bahrain <i>International Journal of Business, Humanities and Technology Vol.3 No.5</i>
		Positive attitudes of employees towards the whole business environment as a result their experiences of work environment are called job satisfaction. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction.	Man et al. (2011)	A theoretical approach to the job satisfaction <i>Polish Journal of Management Studies Vol.4</i>
		Job satisfaction describes how content an individual is with his or her job. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself. The happier people are within their job, the more satisfied they are said to be.	Mossamad and Kabir (2011)	Factors affecting employee job satisfaction of pharmaceutical sector <i>Australian Journal of Business and Management Research Vol.1 No.9</i>
c)	Job Turnover Intention	Job turnover intention may be defined as the intention of employees to quit the organization. Intentions are a statement about a specific behaviour of interest. The measurement of Turnover Intention can determine the likelihood of the staff leaving the organization. This helps to determine how one can find opportunities to reduce the overall turnover.	Mohindru et al (2013)	Antecedents of Turnover Intentions: A Literature Review <i>Global Journal of Management and Business Studies Volume-3</i>
		Turnover intention is the action of leaving an organization at his or her will. Various factors influence turnover through their impact on organizational commitment and job satisfaction, which in turn influence intent to leave, which then leads to voluntary turnover.	Dong-Hwan Cho and Jung-Min Son (2012)	Job Embeddedness and Turnover Intentions: An Empirical Investigation of Construction IT Industries <i>International Journal of Advanced Science and Technology Vol. 40,</i>
		Employee turnover can be defined as the tendency of employees to leave or quit the organization. This affects the organizational efficiency greatly in the sense that experienced workers leave and the organization has to spend money and time to hire, recruit, select and train new employees to replace those who have left.	Ampomah and Cudjor (2015)	The Effect of Employee Turnover on Organizations <i>Asian Journal of Social Sciences and Management Studies Vol.2,(1)</i>

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