

Talent Management - A Strategic Tool for Sustainable Human Resource Management with Special Reference to ITES Sector

Ms. Suma¹, Dr. K. Rajesh Kumar²

Submitted: 06/05/2024 Revised: 19/06/2024 Accepted: 26/06/2024

Abstract: Most of the organization give more vital for talented employees as it is more competitive advantage in the market with creating opportunity with the talent employees in their system and to endure in the cutthroat world of business. Simultaneously the organization aware of the talented employee to get success in the present era and stay alive in the argumentative business environment. Talent management is solitary of the significantly essential need and handled appropriately in direction to accomplish the best results. Businesses realize that in order to get the greatest outcomes, they must both engage exceptional individuals and provide them with incentives to stay with the company. As a result, it is evident that handling talent properly is crucial. Nowadays, talent management advancement is seen as the most important component of company and as exclusive of the main obstacles to long-term competitive reward in companies. The research explores the study of talent management towards sustainability of human resources based on the demographical factors and its intensity in the ITES sector in Bangalore.

The population of this study encompasses ITES employees working in Bangalore city and the sample consists of ITES companies of Bangalore city. The data was collected by using structured questionnaire with 118 IT employee. The objective of the study is to understand the talent management is a strategic tool for sustainable human resources at ITES Bangalore city.

Aims: The aim of the study is to understand the talents and its importance in the organization for growth with the effective understanding and utilization of demographical factors in a better way for the sustainable human resources in the ITES sector, Bangalore.

Research Design: Structured questionnaire method was used to collect the data and the nominal scale and ordinal scale used to quantify the items within the questionnaire. The sample size of the study was 138 workers working in IT & ITES companies, Bangalore. IBM SPSS 20 version software helped to examine the data by adopting various statistical tools to assess the hypothesis, such as T Test, Correlation, Chi-square test.

Results: Granting to the study, there is a connection between Talent Management and sustainability the long-term viability of human resources using demographic factors in a major role. Moreover, the study demonstrated how talent management promote sustainability of human resources as a strategic tool among IT & ITES sector.

Keywords: Talent Management, ITES, Sustainable Human resources, Strategic tool etc.

Introduction:

The planned, meticulously managed process of bringing on the right people and assisting them in developing to the bursting extent likely while keeping corporate goals in mind is known as talent management. To guarantee the success of the company, a number of components and subprocesses that fall under the talent management umbrella must cooperate. For instance, determining the best talent pools and candidates, attracting them to the company, and then maximizing their current abilities and capabilities while fostering their professional development are all equally crucial touchpoints in the talent gap analysis process. Even if one subprocess went out of sync, the others would still be there to sustain the entire system.

The phrase "war for talent" was first used in 1998 by a cluster of McKinsey consultants who recognized the position of talent for organizational success (Michaels et al., 2001). Following then, talent management has been observed as essential to the survival and sustainability of companies (Gallardo-Gallardo et al., 2015) as glowing as being critical to the victory of organizations (Beechler and Woodward, 2009). A subset of study suggests expanding the general approach to standards and taking into account how the organizational setting affects HR, while also providing contingent options for both practice and research (Boxall et al., 2007; Thunnissen, 2016). Talent management enhances strategic handling of human resources, according to a different group of writers (Dries, 2013; Szierbowski-Seibel and Kabst, 2017; Beraha et al., 2018; Kaufman, 2020).

According to Coulson-Thomas (2012), talent management policies start with recognizing the important roles inside the company and then select candidates with the talent to plug the vacancies. In the occasion that the organization lacks sufficient talent internally, it will be

Research Scholar, Department of Business Administration, Annamalai University, Chidambaram, Tamil Nadu, India
Professor, Department of Business Administration, Annamalai University, Chidambaram, Tamil Nadu, India
Email id: sumaewcm@gmail.com¹, krkddeau@gmail.com²

necessary to hire outside candidates to cover any potential gaps in the organization's workforce for particular positions. Additionally, human resources strategies that are designed to engage, motivate, and develop talent will need to be advanced in order to meet the organization's talent needs (Highhouse et al., 2003; Edwards, 2010). Organizational change is impacted differently by technological advancement (Doppler and Lauterburg, 2005). According to Lund et al. (2016), these modifications force companies to reconsider their HR strategies, mainly those that emphasis on luring and keeping talent.

From a company's point of view, strategic management investigates the factors that are related with the success of the organization. The "Resource and Capability Theory" method (Wernerfelt, 1984; Barney, 1991) looks at the origin of the company's long-term competitive advantages. It should be mentioned that HR has the ability to provide a company with a long-term competitive edge (Wright et al., 2001). In general, resources are not valuable in and of themselves; rather, their value lies in the multitude of tasks they allow companies to perform (Porter, 1991). Technology is another important component that comes from the theory of resources and capacities approach. It enhances an organization's competitiveness and performance and presents new chances and challenges that spur organizational growth (Ynzunza Cort-es et al., 2013). This technology has the ability to assist.

Talent Management: Scholars and scholars in specific are becoming more interested in researching the definition, significance, and literature assessment of the talent management idea. The goal of talent management is to place the right individual in the proper position and to motivate staff members to advance their skills and credentials, both of which contribute to and maintain the organization's success. Beyond a doubt, one of the greatest and most vital contests facing businesses globally is attracting, developing, and retaining people. The activities and procedures involved in the systematic staffing, identification, progress, engagement, retention, and implementation of those talents that are especially valuable to an organization in demand to achieve strategic, long-term success are collectively stated to as talent management (TM) (e.g. Boudreau & Ramstad, 2005; Collings & Mellahi, 2009; Scullion, Collings, & Caligiuri, 2010). In order to see the challenges of the modern business environment, which is characterized by globalization, technology, and wider socioeconomic, geopolitical, and demographic shifts, it is even more important to concentrate on finding, luring, hiring, developing, and keeping talent (Claus, 2019; Reiche, Lee, & Allen, 2019; WEF, 2016). Organizations utilize talent management (TM) to identify, acquire, and safeguard

their distinctive strategic assets, which are important for maintaining a competitive edge (Dries, 2013a). (Sparrow & Makram, 2015). Many CEOs have concerns about talent (Bhalla, Caye, Lovich, & Tollman, 2018; Groysberg & Connolly, 2015), and a substantial number of CEOs—more than 75% of them—cited the lack of critical skills and capabilities as a serious danger to their firms' growth prospects (PWC, 2017). The TM literature has placed a lot of emphasis on large multinational corporations (MNCs). This has led some researchers to wonder if the assumptions made about TM in this particular context are still related for understanding and explaining TM issues in other contexts, like public sector organizations, SMEs, and organizations operating in emerging markets. Individual-level research or more macro-level elements receive less emphasis in TM, which is still primarily concentrated at the meso (organizational) level of analysis (Sparrow, 2019). The field's future development will be heavily reliant on addressing these criticisms. Individual-level research or more macro-level elements receive less emphasis in TM, which is still primarily concentrated at the meso (organizational) level of analysis (Sparrow, 2019). The field's future development will be heavily reliant on addressing these criticisms.

Sustainable Human Resources:

A crucial topic of the twenty-first century, sustainability is acknowledged by businesses, social forums, and leaders across the globe. Talent management could be able to help with this problem (Gardas, Mangla, Raut, Narkhede, & Luthra, 2019). Academics and industry experts discuss how people management contributes to sustainability at the same time (Schuler, Jackson, & Tarique, 2011). Businesses cannot keep employees and environmental goals apart (Chams & García-Blandón, 2019). They also stress that only those who enjoy the skills and abilities to achieve sustainability's three-dimensional aims can lead to its attainment (Mujtaba & Mubarak, 2022). Mujtaba and Mubarak assert that there is a similar relationship between means and goals and skill and sustainability. Research has indicated a robust correlation between efficacious technology management strategies and the sustainability of organizations. In Latukha (2018). The achievement of the organization is greatly influenced by talented people, and sustainability is directly impacted by efficient management (Behera & Mohapatra, 2020). The three main pillars of TM are development, retention, and acquisition (Wah & Fernando, 2020). Finding the right people for the right tasks to fill important responsibilities has proven to be challenging for businesses due to the absence of talent in the global talent pool (Anbumathi & Sivasubramanian, 2016).

Literature Review:

Othman, A.A.E. and Elwazer, M.N. (2023). The research categorized the top 28 demotivating elements that impact Architectural Design firms' QWL into seven groups based on a review of the literature. Furthermore, the identification and quantification of TM strategies for sustainable business is done. The case study results validated the most prevalent demotivating variables and emphasized the TM tactics used to create long-lasting QWL. The results of the data analysis indicated that "poor organizational culture," "negative leadership behavior," and "project induced stress" were the three most highly ranked demotivating elements encountered in architectural design firms in Egypt. Moreover, "performance recognition," "assisting employees in objectively assessing their skills, strengths, and weaknesses," "establishing a family-friendly work environment," and "appropriate reward system" rank best among the TM techniques.

Mujtaba, M., & Mubarik, M. S. (2021). The study's primary focus is Pakistan's manufacturing industry. The study's conclusions suggest that, in the face of a talent scarcity, TM methods are a vital source of sustainability for luring, nurturing, and keeping exceptional workers. Furthermore, as sustainable success requires not only the expertise of employees but also their dedication, sustainable employee behavior is also shown as playing a constructive role between TM and OS. The effect of TM in enhancing the OS is more understood thanks to this research. The results suggest that TM should be a company's top tactic for improving performance. The results also show that an organization's talent has to be managed through the implementation of a complete plan or system.

Aina, R. A., & Atan, T. (2020). Divergent to the majority of earlier research that determined that there is a optimistic and substantial association between the two variables, our study's findings specified that there was no substantial relationship between talent attraction and organizational success. The notion that many firms in the United Arab Emirates implement talent management methods without having a clear considerate of talent management is the basis for our findings. Furthermore, our results show no evidence of attraction policies and practices, which contradicts the literature review's assertion that small and medium-sized businesses have a harder time luring brilliant workers than larger ones. Additionally, our study's results demonstrate the noteworthy and beneficial effects of career management on maintaining organizational performance. The results also emphasized the significance of career management, which promotes individual qualification improvement and, as a result, organizational development and

sustainability. This advises that career management practices have the greatest influence on the maintenance and enhancement of organizational performance.

Evans & Rodriguez-Montemayor (2019). The investigations concentrate on global mobility, cross-border talent movement, and government initiatives to draw, nurture, and retain talent in order to boost the nation's worldwide competitiveness by supporting TM initiatives inside businesses. Certain nations have demonstrated a greater capacity for talent development than others.

Chuck Leddy (2018) Introduced a new problem, which is the absence of job rotation, which is the largest obstacle that any firm must overcome in order to retain talent. The important and competent prospective employees who are promising candidates for the future become demotivated when there are no job rotations. Talented workers stay with an organization longer when they are given the opportunity to learn new things. Risk of turnover arises when a prospective employee experiences stagnation in their career and stays in the same role for an extended length of time. A potential candidate's capacity to adjust to a new setting and their skill set are tested by rotating their work. Some of the difficulties a business encounters while implementing a new strategy include losing specialized skills, establishing value, a decline in productivity, and using success metrics.

Smriti Chand (2018): Stated that the employee feels pressured to leave their job due to a bad working relationship with their employer. The biggest issue for origination is losing profit when a talented individual leave. The following are some of the main reasons why employee-employer relationships aren't good: Political, social, psychological, organizational, and economic factors are among the causes. The reasoning behind unfavorable labor-management relations stems from low pay and unfavorable working conditions. Lack of fringe benefits, dissatisfaction with job evaluation, faculty incentive schemes, unauthorized wage deductions, performance appraisal methods, lack of promotion opportunities, dilution of supervision and command, unfair practices, non-recognition of trade unions, and violations of collective bargaining agreements are some of the organizational and economic causes of poor relations in the industry.

Ben Eubanks (2017) This study determines the best way for a company to retain a top performer. The study shows that in order to retain a top employee, a company must raise remuneration. Every high-achieving professional does a pay comparison between two organizations. If they feel unsatisfied, they have a greater likelihood of leaving the position. Hence, it is imperative that all enterprises pay

their employees at least as much as those of the other companies who compete to recruit top talent.

Statement of the Problem:

The study emphasis on the Talent management – a strategic tool for sustainable human resource management with special reference to ITES sector. The ITES sector is consider to be a most sustainable industry in the market and it is important to manage the talented workers in the organization. Organization should practice a talent management as a right strategic tool to sustain a human resource in the organization. Considering an age and gender to check with sustainability of human resources in ITES sector using talent management as a tactical tool in this study. To check how demographical factors like age and gender influence on sustainability with the support of talent management in ITES sector. Due to drastically changes in technological transformation, it is more important to understand how demographical factors helps talents to sustainable in the ITES sector. Thus, the researcher decided to conduct a study on talent management is a strategic tool for sustainable human resources management with special reference to ITES sector.

Importance of the study:

The outcome of the study expects to adopt the necessary insight to the ITES sector to utilize the talent on basis of demographic factors. Considering age and gender to understand their effectiveness in the talent management of the group in this study. The output of the study expects to adopt in the ITES sector in Bangalore for the better utilization of demographical factors with their talents for the better profit to the organization.

Objectives:

1. To understand the talent management initiative in ITES sector
2. To analyze the effective implementation of talent management in ITES sector

3. To evaluate the impact of demographic factors on talent management in ITES sector.
 - a) To evaluate the age impacts on effective utilization of talents in ITES sector
 - b) To evaluate the gender impacts on talent management towards sustainable human resources management in ITES sector.

Hypothesis:

1. There is a significant connection between age impacts on effective utilization of talents.
1. There is no significant connection between age impacts on effective utilization of talents.
2. There is a significant connection between gender impacts on talent management towards sustainable HRM.
2. There is no significant connection between gender impacts on talent management towards sustainable HRM.

Research Methodology:

The study’s main objective is to investigate the significant connection of an age and gender impact on effective utilization of talents towards sustainable human resources at IT and ITES sector by considering talent management as a tool for sustainable human resources management. This research adopted a quantifiable method and used a questionnaire method for data collection. The questionnaires designed with the three major sections, Part A was pertinent to the effective implementation of talent initiatives at ITES sector , Part B was demographic factors implements on talent management.

Data Analysis and Interpretation:

This research study used IBM SPSS software, version 20 for data analysis. The data of research study are self-reported and were obtained by using a single method of a 5-point Likert scale i.e., a. Strongly agree, b. Agree, c. Neutral, d. Disagree, and e. Strongly disagree.

Table 1. Reliability analysis:

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.937	20

(Primary Source)

Interpretation: The study constructs internal consistency is gauged by reliability. According to (Hair et al., 2013), a construct is considered credible if the Alpha value is larger than .70. Cronbach's Alpha(α) helped to evaluate the

construct dependability. The results exposed that the overall item selected in the study was 20. HR/Management express talent management is a great tool towards sustainable human resources were found reliable with the alpha value 0.937($\alpha=0.937$).

Table 2. ANOVA analysis for the impact of talent management towards

Sustainability:

ANOVA with Friedman's Test and Tukey's Test for Nonadditivity

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig	
Between People		1033.006	137	7.540			
Within People	Between Items	34.955 ^a	19	1.840	72.707	<.001	
	Residual	Nonadditivity	2.878 ^b	1	2.878	6.125	.013
		Balance	1222.717	2602	.470		
	Total	1225.595	2603	.471			
	Total	1260.550	2622	.481			
Total		2293.556	2759	.831			

Grand Mean = 3.9040

a. Kendall's coefficient of concordance W = .015.

b. Tukey's estimate of power to which observations must be raised to achieve additivity = 2.831.

Interpretation: In the above ANOVA analysis there is a statistically significant difference between the group means with the significance value is 0.001 (i.e., p = .001),

which is below 0.05. and, therefore, there is a statistically significant difference in the impact of talent management towards sustainable human resources.

Table 3. T-Test: Evaluate the age impacts on effective utilization of talents

By using one sample T- Test considering age a demographical factor to analyse the talent utilization for sustainable human resources.

One-Sample Test

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
			Test Value = 0				
The organization prioritizes time to conduct interviews with potential candidates when a vacancy arises.	50.490	137	<.001	<.001	4.03623	3.8782	4.1943
The organisation devotes time and energy to attend filling of vacancies.	53.621	137	<.001	<.001	4.01449	3.8664	4.1625
The organisation ensures that vacancies do not remain open for a long period of time.	60.829	137	<.001	<.001	3.89130	3.7648	4.0178
Succession Planning (Internal Recruitment)	58.337	137	<.001	<.001	3.94928	3.8154	4.0831
External Recruitment	53.299	137	<.001	<.001	3.86957	3.7260	4.0131
Organization makes an assessment of individual employee on regular feedback system.	57.126	137	<.001	<.001	4.11594	3.9735	4.2584
Organization actively creates developmental opportunities for employees.	55.373	137	<.001	<.001	4.05797	3.9131	4.2029
Managers concentrate on meeting with team members for formal career planning sessions.	52.325	137	<.001	<.001	3.92029	3.7721	4.0684
Organisation identify talents by their potential and performance.	48.005	137	<.001	<.001	3.86232	3.7032	4.0214
The organisation shows the importance to retaining the talents in the competitive environment.	45.735	137	<.001	<.001	3.79710	3.6329	3.9613
The Organization has a talent management initiative in place.	45.435	137	<.001	<.001	3.92754	3.7566	4.0985
The Organization initiates talent management as a top priority.	46.371	137	<.001	<.001	3.86957	3.7046	4.0346
Organization identifies talents from competitive market.	53.765	137	<.001	<.001	3.90580	3.7621	4.0494
Organizations identify talents by their performance.	50.976	137	<.001	<.001	3.89855	3.7473	4.0498
The Organization needs to improve in terms of talent management initiatives.	53.742	137	<.001	<.001	3.82609	3.6853	3.9669
The organization offer the ability to grow for employees.	49.448	137	<.001	<.001	3.92754	3.7705	4.0846
The organization rewards top performers and help improve poor performance.	51.705	137	<.001	<.001	4.01449	3.8610	4.1680
Organization helps employees to feel a sense of ownership.	41.603	137	<.001	<.001	3.72464	3.5476	3.9017
Organization follows an employee retention strategy for talented employees.	52.204	137	<.001	<.001	3.85507	3.7090	4.0011
Talent management is highly transparent.	41.629	137	<.001	<.001	3.61594	3.4442	3.7877
Age of the respondents	30.600	137	<.001	<.001	2.23188	2.0877	2.3761

Interpretation: Under one-sample t-test the P-value (0.000) (Significance 2 tailed) is less than the chosen significance level of (5%). Thus null hypothesis refuted

and believing that age was one of the tool which directly impact on talent management towards sustainability i.e it is an association and alternative hypothesis is accepted.

Table 4. T-Test: Evaluate the gender impacts on talent management towards sustainable human resources management.

By using one sample T- Test considering gender as an demographical factor to analyse the talent utilization for sustainable human resources.

One-Sample Test								
Test Value = 0								
	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference		
			One-Sided p	Two-Sided p		Lower	Upper	
The organization prioritizes time to conduct interviews with potential candidates when a vacancy arises.	50.490	137	<.001	<.001	4.03623	3.8782	4.1943	
The organisation devotes time and energy to attend filling of vacancies.	53.621	137	<.001	<.001	4.01449	3.8664	4.1625	
The organisation ensures that vacancies do not remain open for a long period of time.	60.829	137	<.001	<.001	3.89130	3.7648	4.0178	
Succession Planning (Internal Recruitment)	58.337	137	<.001	<.001	3.94928	3.8154	4.0831	
External Recruitment	53.299	137	<.001	<.001	3.86957	3.7260	4.0131	
Organization makes an assessment of individual employee on regular feedback system.	57.126	137	<.001	<.001	4.11594	3.9735	4.2584	
Organization actively creates developmental opportunities for employees.	55.373	137	<.001	<.001	4.05797	3.9131	4.2029	
Managers concentrate on meeting with team members for formal career planning sessions.	52.325	137	<.001	<.001	3.92029	3.7721	4.0684	
Organisation identify talents by their potential and performance.	48.005	137	<.001	<.001	3.86232	3.7032	4.0214	
The oragnisation shows the importance to retaining the talents in the competitive environment.	45.735	137	<.001	<.001	3.79710	3.6329	3.9613	
The Organization has a talent management initiative in place.	45.435	137	<.001	<.001	3.92754	3.7566	4.0985	
The Organization initiates talent management as a top priority.	46.371	137	<.001	<.001	3.86957	3.7046	4.0346	
Organization identifies talents from competitive market.	53.765	137	<.001	<.001	3.90580	3.7621	4.0494	
Organizations identify talents by their performance.	50.976	137	<.001	<.001	3.89855	3.7473	4.0498	
The Organization needs to improve in terms of talent management initiatives.	53.742	137	<.001	<.001	3.82609	3.6853	3.9669	
The organization offer the ability to grow for employees.	49.448	137	<.001	<.001	3.92754	3.7705	4.0846	
The organization rewards top performers and help improve poor performance.	51.705	137	<.001	<.001	4.01449	3.8610	4.1680	
Organization helps employees to feel a sense of ownership.	41.603	137	<.001	<.001	3.72464	3.5476	3.9017	
Organization follows an employee retention strategy for talented employees.	52.204	137	<.001	<.001	3.85507	3.7090	4.0011	
Talent management is highly transparent.	41.629	137	<.001	<.001	3.61594	3.4442	3.7877	
Gender of the respondents	34.948	137	<.001	<.001	1.49275	1.4083	1.5772	

Interpretation: Under one-sample t-test the P-value (0.000) (Significance 2 tailed) is less than the chosen significance level of (5%). Thus, null hypothesis refuted and believing that gender was one of the tool which directly impact on talent management towards

sustainability i.e it is an association and alternative hypothesis is accepted.

Summary of Findings:

The results of the study indicate that the execution of talent management as a strategic tool which directly impacts on sustainability of human resources among employees working in IT & ITES, Bangalore. The study outcome shows that talent management factors i.e age and gender considering in this study and it is significantly affect on the sustainable human resources at IT & ITES sector. The research also initiates that talent management practices such as proper utilization of skills and their dedication and commitment towards roles & responsibility, flexibility in organizational practices, also positively affect the sustainability of human resources.

Recommendations:

This research offers a few suggestions to talent management practices which is more important towards sustainability of employees which increases the productivity among the employees, better utilization of skills and commitment towards work, team building, good coordination and improve performance. This study delivers talent by considering only age and gender as a major factor for sustainable human resources at IT & ITES. Adopting the better talent management practices by in view of different factors which are contributing for sustainable at IT & IES sector for organizational performance. HR/Mangers should strictly practice the HR functions by adopting new techniques and methods to recruit and retain the talented employees and satisfaction leads to better human resources sustainable in IT & ITES sector.

Limitations and Future Study:

The current study is conducted on only IT & ITES companies in Bangalore. Hence future researchers can perform studies on other domain and industries, different location and other parameters for sustainability of human resources. The present study examined on talent management factors such as age and gender and its contribution impact on sustainable human resources among employees working at IT & ITES companies, Bangalore.

Conclusion:

The IT & ITES sector in India needs to provide lots of services across the globe. For this, the management and employers of the IT & ITES sector should appreciate the power of employees and better utilization of talented employees by considering necessary factors for better performance and sustainability which automatically improves the organizational performances. This research measured the association between talent management factors contributing on human resources sustainability by considering the demographical profiles of employees working at IT & ITES sector, Bangalore. The study

concluded that there is a strong positive bond between talent management factors contributing towards sustainability of human resources among employees.

Bibliography:

- [1] Guerra, J. M. M., Danvila-del-Valle, I., & Suárez, M. M. (2023). The impact of digital transformation on talent management. *Technological Forecasting and Social Change*, 188, 122291. <https://doi.org/10.1016/j.techfore.2022.122291>
- [2] Mujtaba, M., & Mubarik, M. S. (2021). Talent management and organizational sustainability: role of sustainable behaviour. *The International Journal of Organizational Analysis*, 30(2), 389–407. <https://doi.org/10.1108/ijoa-06-2020-2253>
- [3] Aina, R. A., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational Performance. *Sustainability*, 12(20), 8372. <https://doi.org/10.3390/su12208372>
- [4] Othman, A.A.E. and Elwazer, M.N. (2023), "A talent management based framework for developing sustainable quality of work life in architectural design firms in Egypt", *Archnet-IJAR*, Vol. 17 No. 2, pp. 243-266. <https://doi.org/10.1108/ARCH-12-2021-0365>
- [5] Chuck Leddy. (2018). The Benefits and Challenges of Job Rotation. Website: <https://www.adp.com/spark/articles/2016/08/the-benefits-and-challenges-of-job-rotation>.
- [6] Smriti Chand. (2018). 5 Causes of Poor Employer-Employee Relations. Blog: Article Library. Website: <http://www.yourarticlelibrary.com/employee-management/5-causes-of-poor-employer-employee-relations/>
- [7] Ben Eubanks. (2017). Using Compensation Data to Keep Your Star Employees. Blog: Forbes. Website: www.forbes.com/sites/adp/2017/12/03/using-compensation-data-to-keep-your-star-employees/