Report On

The Key Factors Influencing Talent Development in this Competitive Digital Age and Recommendations for Robi Axiata Limited.

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business and Administration

BRAC Business School
BRAC University
January 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Mohammad Atiqul Basher
Lecturer,
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66 Mohakhali, Dhaka-1212

Subject: Submission of the Internship Report titled "The Key Factors Influencing Talent Development in this competitive digital age and recommendations for Robi Axiata Limited".

Dear Sir,

It is a great pleasure to present you the final internship report titled "The Key Factors Influencing Talent Development in this Competitive Digital Age and Recommendations for Robi Axiata Limited" which is required for the course BUS400.

It is my honor to work for such a leading organization of Bangladesh and gain in-depth knowledge about how their human resource department works. Through the research, I have tried my best follow your instructions and accommodate as much relevant information to make this report as informative as possible.

I sincerely hope that the report will meet the standards which you were looking for.

Sincerely yours,

_____

Rafid Hasan Arnob
16104011
BRAC Business School
BRAC University
Date: January 6th, 2020

Non-Disclosure Agreement

This agreement is between Robi Axiata Limited and Rafid Hasan Arnob from BRAC University to use general information about the company from their website and information and gathered during internship period from supervisors for the project "The Key Factors Influencing Talent Development in this competitive digital age and recommendations for Robi Axiata Limited" which is not disclosed anywhere rather than my project and presentation.

For this report there are no such confidential data that I am aware of as only general data was used from the website and public articles. Here I may disclose confidential Information which the company has no issues with me or my University.

The company agrees that in order to complete the course BUS400 I have to submit the report and give a detailed presentation which mainly includes general information and little to no confidential information which will be presented Infront of a small group of audience that has not signed any non-disclosure agreements. This agreement may not be modified except by written instrument signed on behalf of each party.

Name of the company: Robi Axiata Limited

Supervisors Name:

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Signature:

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Executive Summary

Talent Development is a vital necessity for any organization in this modern age as it can be a source of competitive advantage for the company to grow. With the advancement of technology and globalization, there are changing trends in talent development and there are new factors which are becoming more important to focus on for talent development. In this report, through primary and secondary research the key factors that influence talent development are identified and which variables are more relevant in this age are highlighted. The data for this research has been gathered through questionnaire distributed among the talent of various multinational organizations, in addition, the secondary data has been gathered from various research papers, journals and articles. Through the results of the report, data analysis is performed and recommendations are given for the organization which can be implemented to further improve the talent development process.

Keywords: Talent Development, Globalization, Changing Trends, Competitive Advantage.

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List of Acronyms

TAA	Talent Development
TDD	Training & Development
CMM	Coaching & Mentoring
SBB	Salary & Benefits
OCC	Organizational Culture
WEE	Work Environment

Chapter 1

Industry & Organization Overview

1.1 Industry Overview

With the growth of technology and globalization, more and more people are being connected with each other through the help of the services provided by telecommunications industry that make their life much easier. These services such as phone calls, SMS, voice SMS, Internet etc have become a part and parcel of the lives of people of various age and occupation. For which the telecom industry is one of the largest growing industries in Bangladesh. The industry in Bangladesh is primarily dominated by 4 major telecom operators whom are, Grameenphone, Robi Axiata Limited, Banglalink & Teletalk. The total subscriber count in the country is close to 160 million subscribers and the number has been increasing at a dramatic rate and in 2018 alone it rose around 93.8% from the previous year (Haque,2019). The Global telecommunications market was valued at almost 18 Billion dollars back in 2017 and is expected to grow at the rate of more than 6.1% (Wing, 2019). Moreover, with the growing number of subscribers and advancement of technology such as 5G and more have increased the potential growth of this industry even more which could further increase the growth rate even more in the coming years.

1.2 Company Background

Robi Axiata Limited is a joint venture between three major companies whom are Axiata Group Berhad, Bharti Airtel Limited & NTT DoCoMo Inc and they are currently the second largest mobile network operator in Bangladesh with over 46.88 million subscribers according to statistics retrieved from the official website of Robi Axiata Limited from December, 2018. The company started their journey in 1997 when the name of the brand was “AKTEL”, later in 2010 they were renamed as “Robi” and they changed their official name to Robi Axiata Limited

and merged with Airtel later in 2016. They were the first company in Bangladesh to launch some key technologies such as 3.5G and currently they offer a variety of services and products which include SMS, GPRS, EDGE, 3.5G, 4.5G, Mobile Banking, SMS banking and many more.

1.3 Values and Principles of the Company

The main values and principles of Robi Axiata Limited include the following,

- **Being Agile:** They encourage asking questions to gain clarity, learning from failure for future success, seeking trends to spot opportunities and solutions.
- **Inspire to Innovate:** They encourage in focusing on customers to understand their problems and find out their desires, they innovate to ensure customer satisfaction, they try to create authentic sense of purpose among people.
- **Collaborate to Deliver:** They focus on demonstrating respect for all they interact with, building trust and transparency around communication, cultivating diversity and inclusion.
- **Do Digital:** They value taking financial Risk to foster Innovation, learning from failures and Identify learnings for future success, pursuing employee ideas to develop entrepreneurial mindset and more.

1.4 Share of the Company withing the Industry

The Telecom Industry of Bangladesh is dominated by only 4 big companies whom are Grameenphone, Banglalink, Robi Axiata Limited and Teletalk. Out of these companies, Grameenphone holds the majority of the share, followed by Robi Axiata Limited then Banglalink and lastly Teletalk. The shares of the companies are shown in the pie chart below,

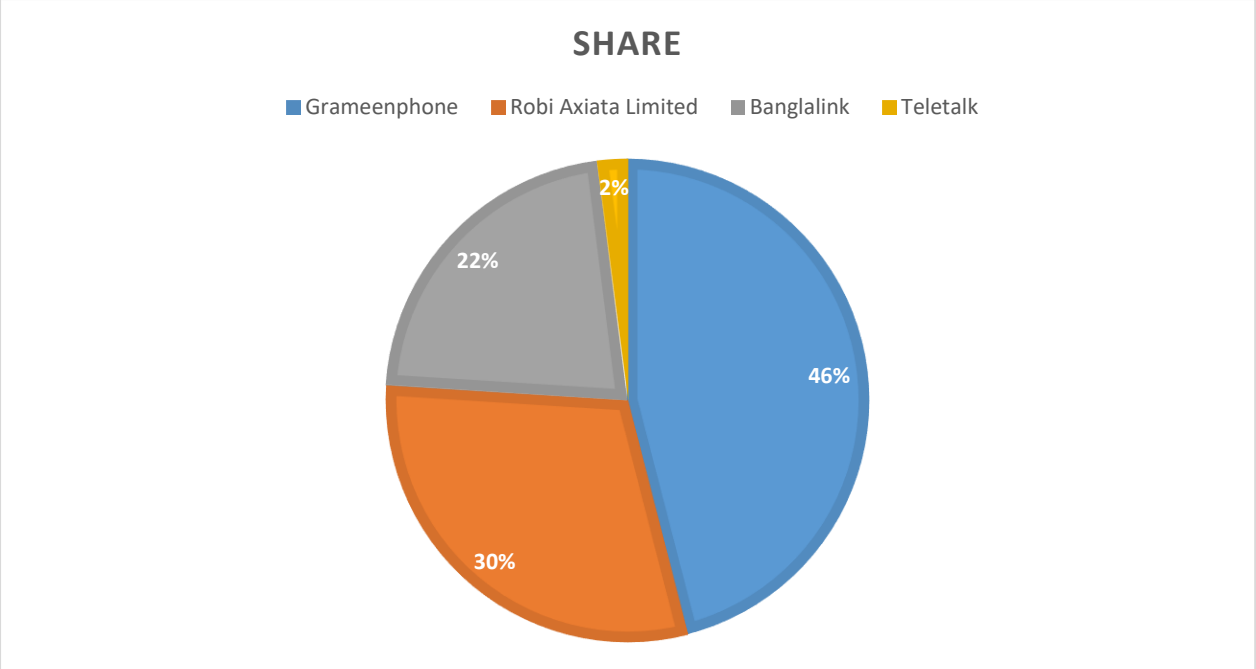

Figure 1: *Telecommunication Market Share of Bangladesh in 2019*

The following data has been gathered from EBL Securities Limited (2019)

Robi Axiata Limited is currently the second biggest Telecom company in Bangladesh after the airtel merger and following closely with Grameenphone with the rise of their subscribers each year.

Chapter 2

Introduction of The Study

2. 1 Introduction

Talent Development is the development of the people whom are capable of making a positive impact on organizational performance either through immediate impact or long-term demonstration of highest potential. (CIPD, 2017:3). Although talent development and management are a widely known concept in business, some researchers say that for more than 60 years it has been a stable scientific concept in business but the meaning of talent management is still ambiguous (Ardakani, 2017). With the advancement of technology and

digitization and the change of job roles frequently, it has been necessary for companies to nurture the high potential employees whom can be agile enough to take the company forward in the long run. Recently there has been a shift in attitude toward the talented people of the organization and they think of the talented individuals as a source of competitive advantage (Nat et. al, 2019). Usually talent can be from within the organization or from outside, usually utilizing the combination of two are the best ways to gather talent for the future (Cappelli, 2008). For this digital age and for technology-based company such as Robi Axiata Limited, managing their talent and developing them for future competitive advantage and source of succession planning has become a huge priority as making the talented employees ready for the future can provide them that edge that can help them become the number 1 company in their sector.

2. 2 Objective of the Report

The primary research objective of this report is to provide recommendations for Robi Axiata Limited regarding talent development and management through the results of this research.

Secondary objective of this report is to benchmark how companies are handling their talent development process and which variables are playing more of a huge role in talent management in this current age.

2. 3 Significance of the Report

The significance of this report can be viewed from 4 different angles,

- **Academic:** This report can help future researching students or researchers to find out more about the factors that affect talent development and take can use the results to further develop the research.

- **Corporate:** Companies and use the results to focus on the factors which are more prominent in talent development from the research and utilize them to improve their talent development system if applicable.
- **Individual:** A person can take a look at this report and find themselves to know a bit about talent development & management and how it can help a company to get competitive advantage over other companies.
- **Others:** This research may help others in different topics which may be related to talent development and help them related to their research. In addition, it can help generate curiosity regarding talent development for the reader.

2. 4 Limitations of the Study

The study was conducted where the sample number was quite low numbering 107 respondents compared to expected, Apart from that the time required for this research was quite low thus enough data was not possible to be gathered.

2. 5 Project Timeline

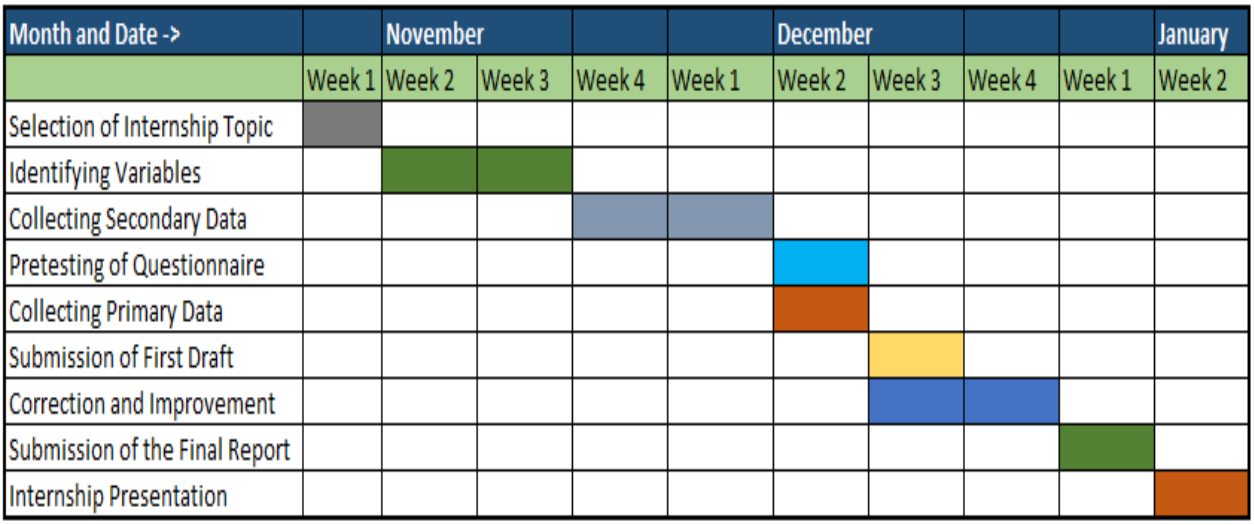

Figure 2: *Project Timeline*

Chapter 3

Literature Review

Talent is a desirable quality in all human beings and different organizations need workers with the right talent that are fit for them, the process of developing this talent is known as talent development in business context. (Ansar & Baloch, 2018). The development of talent and the management of talent has been a focus in Human Resource management quite a lot in recent times because of a few factors such as increased productivity and efficiency, reduced recruitment cost, reduced absenteeism and employee turnover and more as well as being able to take the organization to new levels (Zaman, 2017). This talent can be found from within the organization or from external sources, Talent can be classified into three categories,

- **Interns:** Internship is a test drive program for talent to various organizations (Chegg, 2019). Not only does interns help to lower recruitment cost, they can be a source of future potential talent as well for the organizations.
- **Management Trainees:** Management Trainee programs are usually the primary flagship recruitment programs for most organizations. It is widely believed that the young managers of today for an organization will become the future leaders for that particular organization, for which it is crucial for companies to select and develop their management trainees. (Lipman, 2019).
- **Internal Employees:** Now days it has also been a trend to promote the culture that systematically improve and bring out the talent of their internal working employees whom can be an easy source of talent for the company without a lot of investment done to attract external talent. (Erickson, Moulton and Cleary, 2018)

Through analysis of various reports, it is quite prominent that five independent variables play a significant role in talent development in the modern age which are, **"Coaching & Mentoring"** (Das & Amala, 2016; Rani & Kumar, 2014; Everwise, 2017; Cappelli & Tavis

2019); second independent variable is **"Training & Development"** (Das & Amala, 2016; Rani & Kumar, 2014; Everwise, 2017; Ford, Harding & Stoyanova, 2010); the third independent variable is **"Salary & Benefits"** (Elder, 2017; Santos, 2014; Das & Amala, 2016; Rani & Kumar, 2014);The fourth independent variable is **"Work Environment"** (Rani & Kumar, 2014; Das & Amala, 2016; Hagel & Brown, 2013; Machado,2018); Last but not least, the fifth variable is **"Organizational Culture"** (Meng el. Al, 2016; Wright, 2014; Tsai, 2011; Das & Amala, 2016; Rani & Kumar, 2014; Scott, 2019).

Chapter 4

Methodology of the Study

4. 1 Theoretical Framework

Through the secondary research, four independent variables were identified to have a significant impact on the dependent variable which is Talent Development, these variables are "Coaching & Mentoring"; "Salary & Benefits"; "Training & Development" & "Organizational Culture". With the usage of these 4-independent variables, the following model is created where the dependent variable is Talent Development.

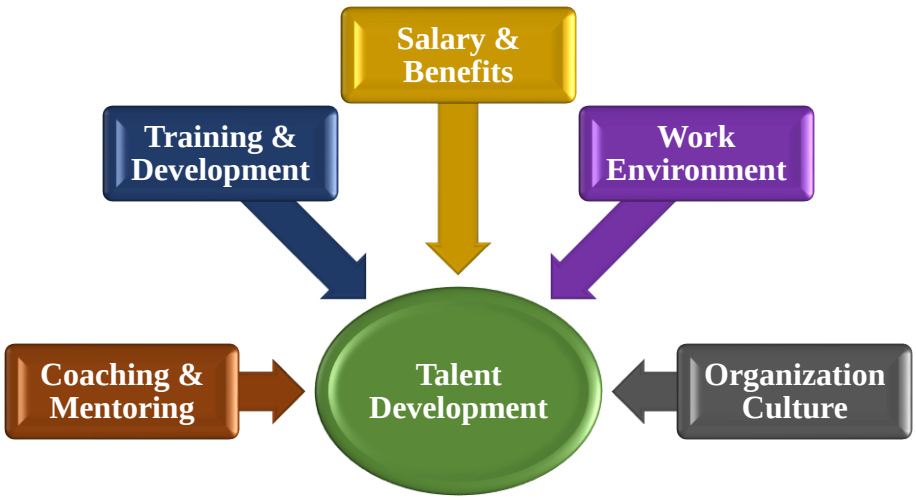

Figure 3: *Factors Affecting Talent Development*

Independent Variables: For This Research the Independent Variables are,

- **Training & Development:** There are several definitions of training and development by various authors and experts. Noe et al., (2006) referred training as a planned effort facilitates the learning of job-related knowledge, skill and behavior by employee. David and Stephen (1989) described training as "A learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job. In general, training and development is used to help employees learn various skills that can help in their daily work tasks or develop themselves for future. Training is also a key retention factor for talented employees and have increased the retention rate by more than 70% (Eisen, 2005). It can be a key factor that help a talented employee to enhance their talent for the betterment of themselves and the benefit of the organization.

  H1: The more the training & development opportunities, the higher the chances are for talent development.

- **Coaching & Mentoring:** Mentoring is a long-term relationship between two people in a working environment where the mentor helps to meet a development need of the person he is mentoring and helps to uncover the full potential which ultimately benefits the whole organization and the mentor and mentee. (Faure, 2015). While coaching is a short-term objective based process where an employee teaches or guides another employee to attain a certain skill or to complete a specific objective which is clarified by the following definition, Coaching is a solution focused collaborative systematic process which is result oriented where the coach helps increase work performance, life experience, learning and the growth of the coachee. (Grant, 1999). In the modern age, almost 79% millennials consider coaching and mentoring to be an important aspect of

their career development (Everwise, 2017) for which coaching and mentoring can play a crucial role in the development of the talent for any organization.

H2: The greater the coaching & mentoring opportunities, the greater the chances are of developing talent.

- **Salary & Benefits:** Salary & benefits are usually the considered the most important factor for any employee to pick the organization and research has found out that almost 35% employees are unsatisfied with their job salaries & benefits and are willing to improve their compensation package (Elder, 2017). In addition to salaries, the youth of this generation prefer benefit packages such as flexibility, healthcare and more which helps them to keep motivated and to grow as long as these benefits are secured (Robinson, 2018). The process of linking high performance to compensation or benefits have also been a driving factor for employee engagement and development in modern times (Santos, 2014). All in all, without the financial security and benefit packages, it is quite hard to develop talent in the modern age, for which companies these days are focusing on compensation and appropriate benefit packages for the employees.

  H3: The higher the salary and benefits, the more opportunities there are for developing talent for any organization.

- **Organizational Culture:** Organization culture refers to the beliefs that guides an employee to know what is right to do and what not to do including the company practices, values and assumptions of their work. (Staniland, 1985). The type of organizational culture can help to boost the talent development process significantly for many organizations. Each organization has their own distinct type of culture and the culture may have a substantial effect of the overall talent development process and whether it will improve the results or not. (Davenport et al, 1998). If an organization has a culture of encouraging learning and maintaining positive relations among

consumers, the company can experience the positive sides of talent development steps more frequently than other organizations. (Rose, 2019). In the modern age, organizational culture plays an even bigger role in talent development than before as millennials always like to learn, get feedback for their work & stay engaged for which a culture which promotes this behavior can work wonders for any organization. (McGoff, 2018). These reasons are responsible for why many top multinational companies are focusing on developing their organizational culture more suitable for the best talent development.

H4: Favorable organizational culture is necessary for developing talent.

- **Work Environment:** Work environment refers to all the surrounding conditions which the employee operates in which includes physiological environment as well as psychological environment. (Johansson, 2019). For millennials and Gen Y, the work environment is one of the top most priorities when looking for their job and for developing themselves from the generations before them. In a research conducted recently on 2013 on 75 companies in various industries, the conclusion was that redesigning work environment will positively benefit a company to increase business performance improvement for the future by promoting growth and development of the people. (Hagel et-Al, 2013).

  H5: The higher the quality of work environment in an organization, the higher the chances for them to develop their talent to suit their needs.

Dependent Variable: For this study, the dependent variable is "**Talent Development".** Talent Development is the development of the employees whom are capable of making a positive impact on organizational performance either through immediate impact or long-term demonstration of highest potential. (CIPD, 2017:3). For any organization, talent development has become a key part of their human resource department and overall organizational

performance at recent times because it can help improve organizational efficiency and overall performance.

4. 2 Type of Data Used

Primarily two types were data collected and utilized in this research,

- Qualitative Data
- Quantitative Data

4. 3 Data Source

- **Primary Source:** Primary data for this research is to be collected through online questionnaire (Google Forms) from the existing talent in the market whom consist of people such as Interns, Management Trainees or even regular employees and the number of the sample was 107 respondents.
- **Secondary Source:** Secondary data for this research was collected from various articles, journals, books and websites.

4. 4 Data Collection Method

Data for this research was primarily collected through the questionnaire which was distributed to various talent whom are working in organizations and students whom are currently doing internship or are in their last semesters through social media by providing them with the google form link. The secondary research data was collected through various online media, articles, journals from trusted sites.

4. 5 Statistical Treatment of the Data

Primarily two software were used during the analysis of data. IBM SPSS software was used in most cases, apart from that excel was used to create certain tables and pie charts within the report.

Chapter 5

Analyses and Interpretation of Data

5. 1 Demographics of The Survey:

The survey was conducted on employees and students whom are either currently enrolled or are already doing jobs or looking for jobs. Various demographic data were collected from where the results are given below,

Question: Where are you enrolled or where did you finish your latest degree from?

From this question, the data of where they were last enrolled or are enrolled were collected and the data was collected from various universities all across Bangladesh where the majority students were from Dhaka area.

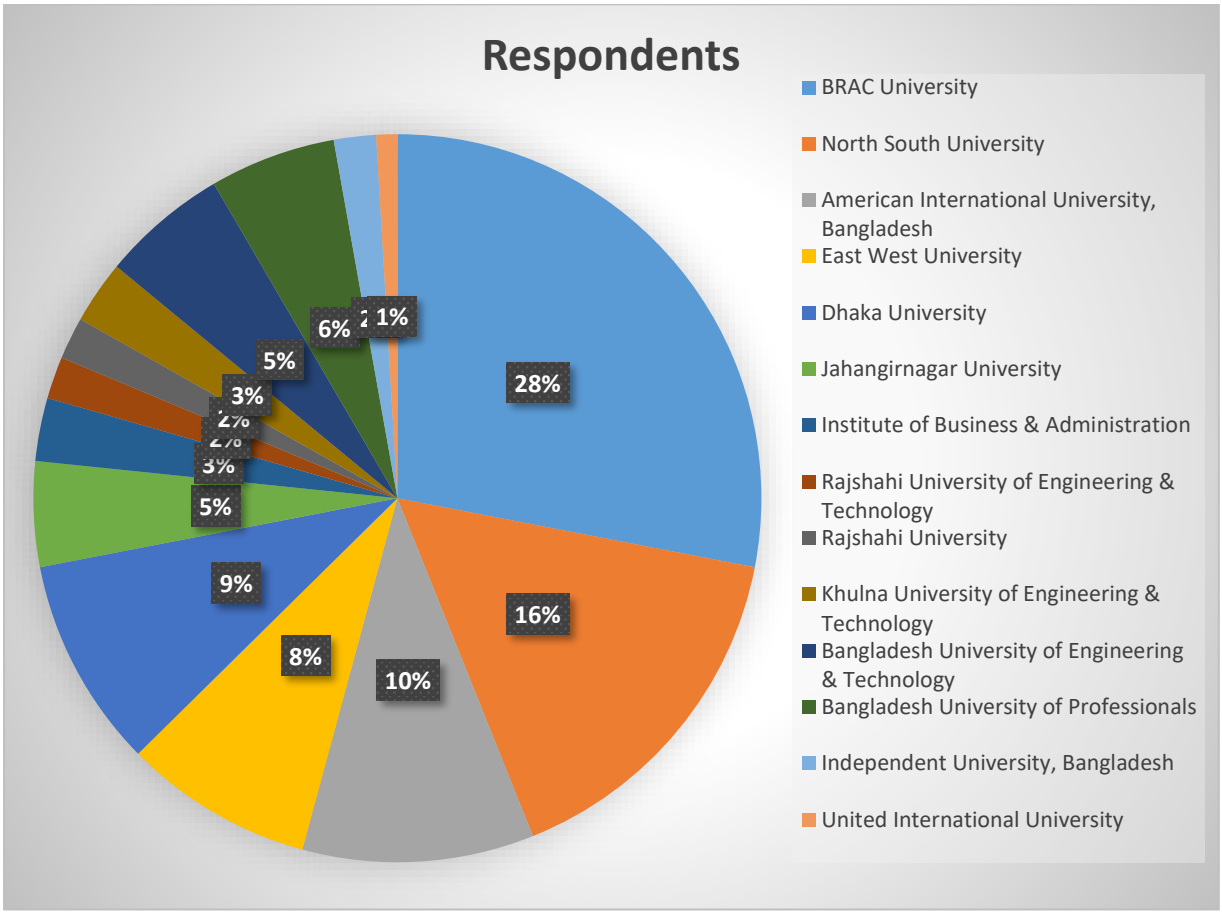

***Figure 4**: Respondents of the Survey*

From the respondents, 30 were from BRAC University, 17 people were from North South University, 9 were from East West University, 11 respondents were from American International University, 10 respondents were from Dhaka University and the rest of them were from the other universities all across Bangladesh.

Question 2: What is your current employment status?

When asked about the current employment status, almost half of the respondents were either employed full time or part time. The other half were mostly looking for opportunities thus unemployed at the moment or are enrolled in the university.

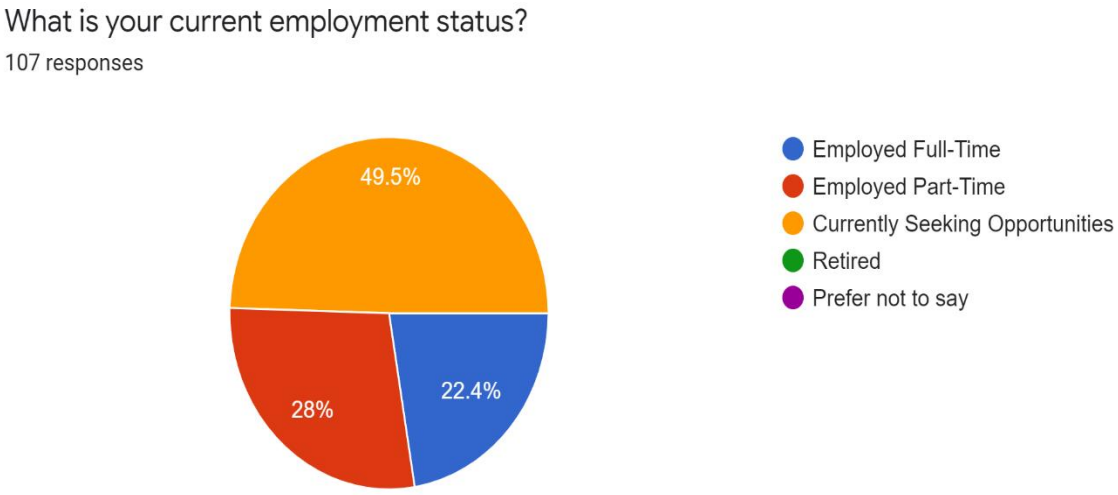

***Figure 5**: Employment Status of the Respondents*

From the results, 49.5% of the respondents were currently seeking opportunities while the rest 55.5% were either employed part time or full time.

Question 3: What is your Gender?

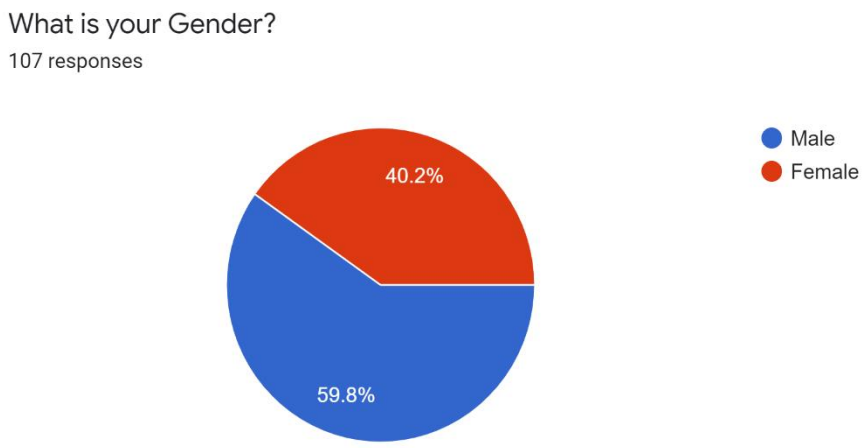

Figure 6: Gender of the Respondents

The Survey consisted of 43 Female and 64 Male respondents totaling to 107 respondents.

Question 4: What is your age group?

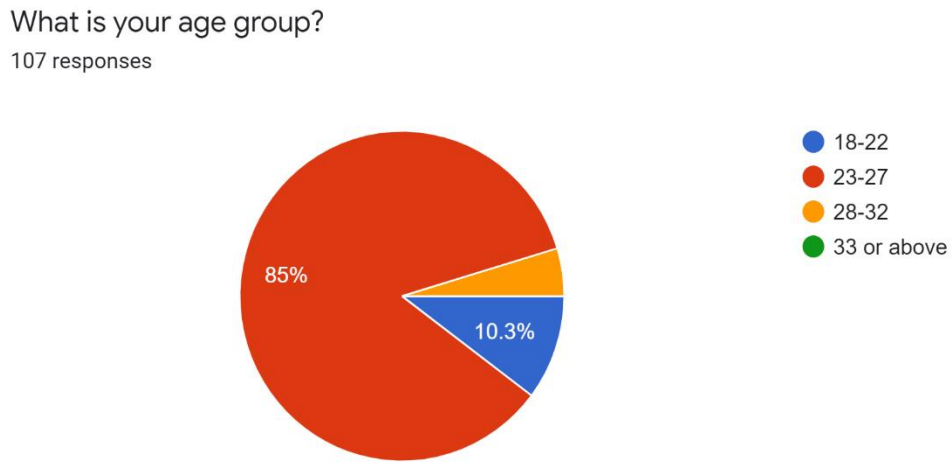

Figure 7: The Age Group of the Respondents

The majority of the respondents were from the age group ranging from 23-27 Years of age while there were 11 respondents from the age group 18-22 and 5 respondents from the group ranging from 28-32 years of age.

Question 5: What is your highest educational degree?

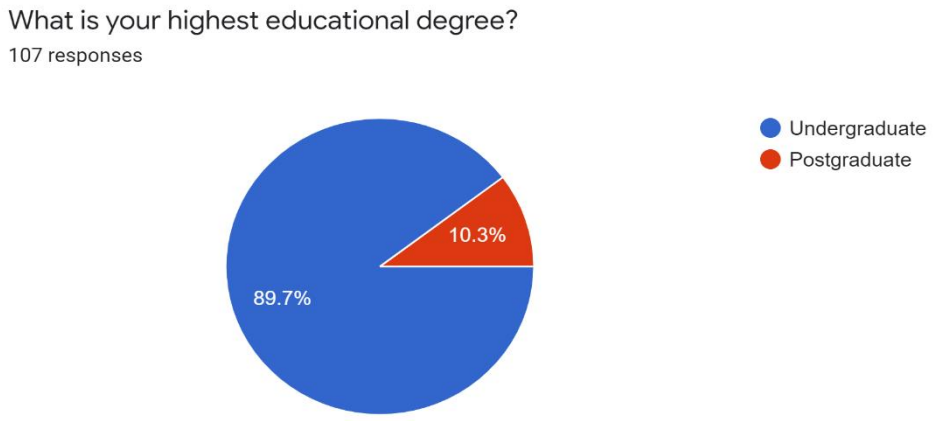

***Figure 8**: The highest Educational Degree of the Respondents*

96 of the respondents had an undergraduate degree only while 11 of the respondents had postgraduate degrees among the respondents of the survey.

5. 2 Analysis of the variable: Talent Development

Question 6: Continuous Development opportunities are necessary not only for senior management but also for all employees in general.

Statistics

Continuous Development opportunities are necessary not only for senior management but also for all employees in general.		
N	Valid	107
	Missing	0
Mean		1.62
Median		2.00
Mode		1
Std. Deviation		.709

Continuous Development opportunities are necessary not only for senior management but also for all employees in general.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	51	47.7	47.7	47.7
	Agree	49	45.8	45.8	93.5
	Neutral	5	4.7	4.7	98.1
	Disagree	1	.9	.9	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 1**: Frequencies & Statistics of Question 6*

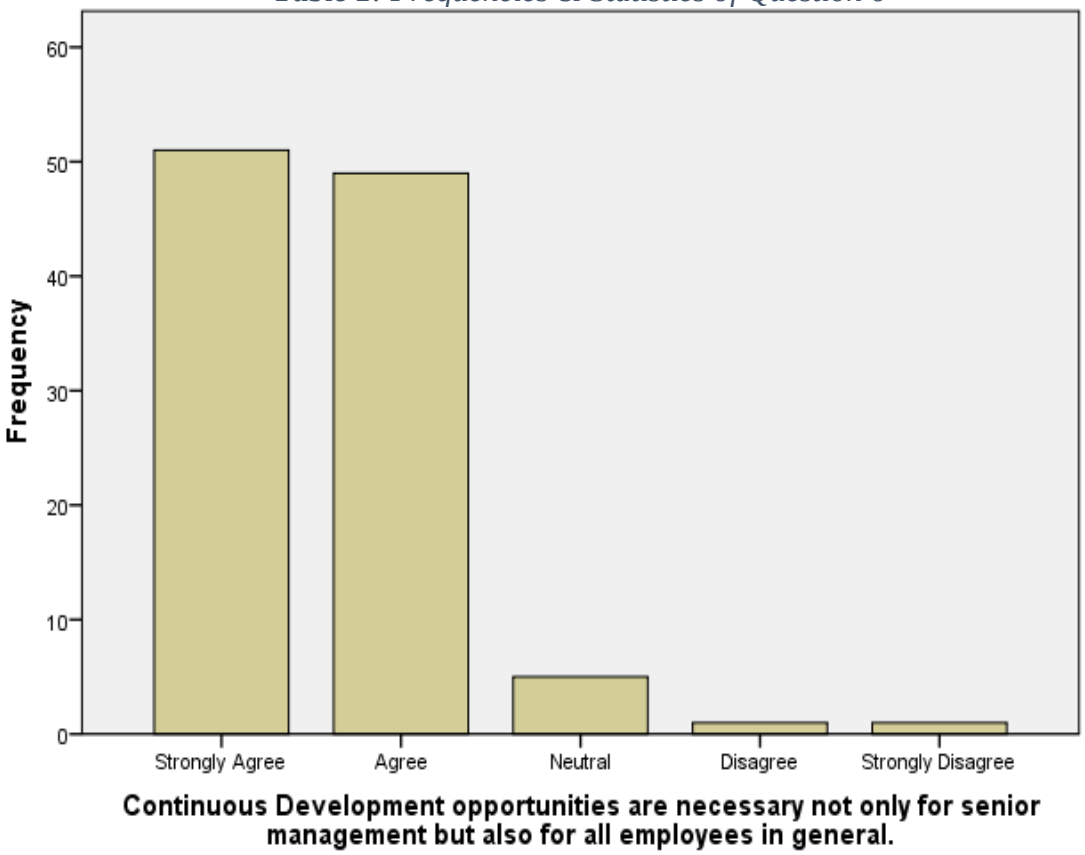

***Figure 9**: Bar Chart for Question 6*

Question 7: It is more effective to train & develop talent for succession planning than to recruit from external sources

Statistics

It is more effective to train & develop talent for succession planning than to recruit from external sources.		
N	Valid	107
	Missing	0
Mean		1.59
Median		1.00
Mode		1
Std. Deviation		.824

It is more effective to train & develop talent for succession planning than to recruit from external sources.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	60	56.1	56.1	56.1
	Agree	36	33.6	33.6	89.7
	Neutral	8	7.5	7.5	97.2
	Disagree	1	.9	.9	98.1
	Strongly Disagree	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

***Table 2**: Frequencies & Statistics of Question 7*

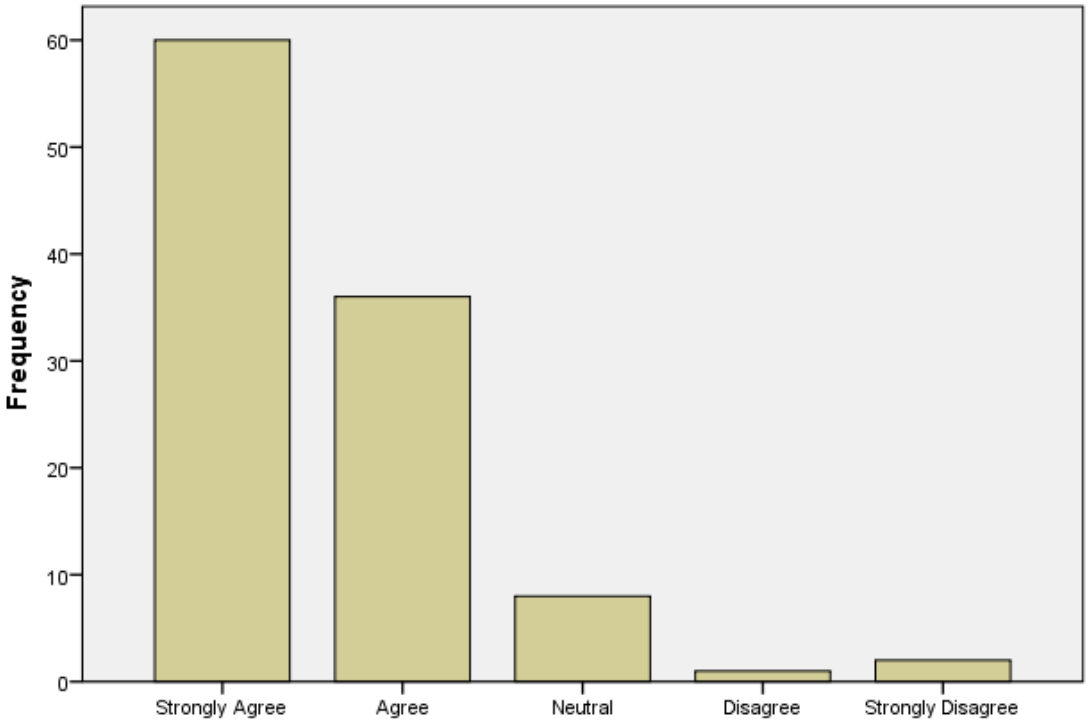

***Figure 10**: Bar Chart for Question 7*

Question 8: Talent development has become a necessity due to demographic change and globalization

Statistics

Talent development has become a necessity due to demographic change and globalization.		
N	Valid	107
	Missing	0
Mean		1.50
Median		1.00
Mode		1
Std. Deviation		.719

Talent development has become a necessity due to demographic change and globalization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	59.8	59.8	59.8
	Agree	36	33.6	33.6	93.5
	Neutral	5	4.7	4.7	98.1
	Disagree	1	.9	.9	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 3**: Frequencies & Statistics of Question 8*

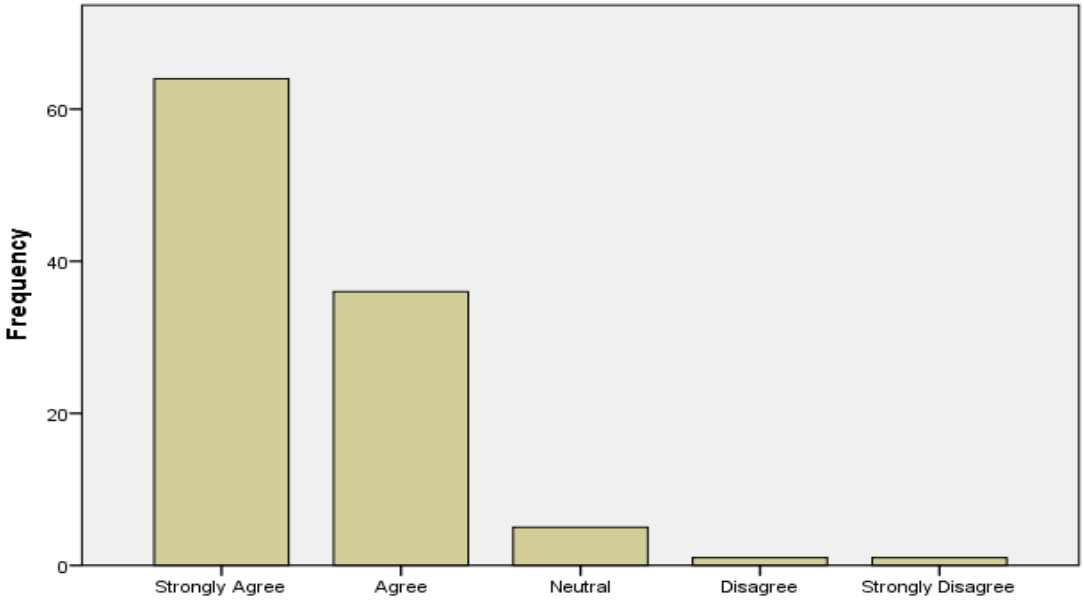

***Figure 11**: Bar chart for Question 8*

Question 9: Developing Talent can help a company to gain competitive edge in this digital age.

Statistics

Developing Talent can help a company to gain competitive edge in this digital age.		
N	Valid	107
	Missing	0
Mean		1.46
Median		1.00
Mode		1
Std. Deviation		.554

Developing Talent can help a company to gain competitive edge in this digital age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	57.0	57.0	57.0
	Agree	43	40.2	40.2	97.2
	Neutral	3	2.8	2.8	100.0
	Total	107	100.0	100.0	

***Table 4**: Frequencies & Statistics of Question 9*

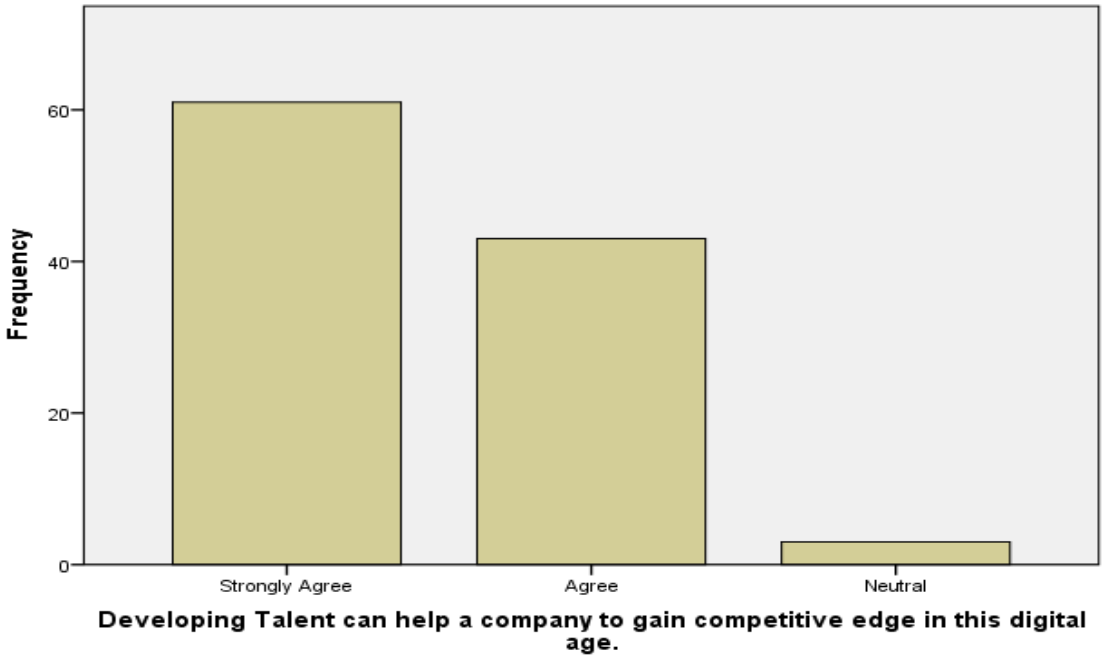

***Figure 12**: Bar Chart for Question 9*

5. 3 Analysis of the Variable: Coaching & Mentoring

Question 10: It feels safer to work under a mentor with their guidance and learn from them than to perform individually at work as a new joiner.

Statistics

It feels safer to work under a mentor with their guidance and learn from them than to perform individually at work as a new joiner.		
N	Valid	107
	Missing	0
Mean		1.93
Median		2.00
Std. Deviation		.918

It feels safer to work under a mentor with their guidance and learn from them than to perform individually at work as a new joiner.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	36.4	36.4	36.4
	Agree	46	43.0	43.0	79.4
	Neutral	14	13.1	13.1	92.5
	Disagree	7	6.5	6.5	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 5**: Frequencies & Statistics of Question 10*

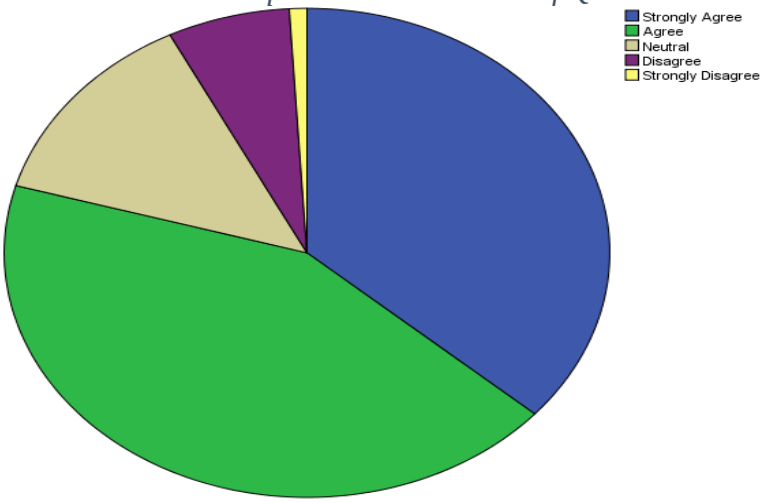

***Figure 13**: Pie Chart for Question 10*

Question 11: Learning a specific skill is significantly faster with the help of a coach during work.

Statistics

Learning a specific skill is significantly faster with the help of a coach during work.		
N	Valid	107
	Missing	0
Mean		2.09
Median		2.00
Std. Deviation		1.033

Learning a specific skill is significantly faster with the help of a coach during work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	34	31.8	31.8	31.8
	Agree	46	43.0	43.0	74.8
	Neutral	11	10.3	10.3	85.0
	Disagree	15	14.0	14.0	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 6**: Frequencies & Statistics of Question 11*

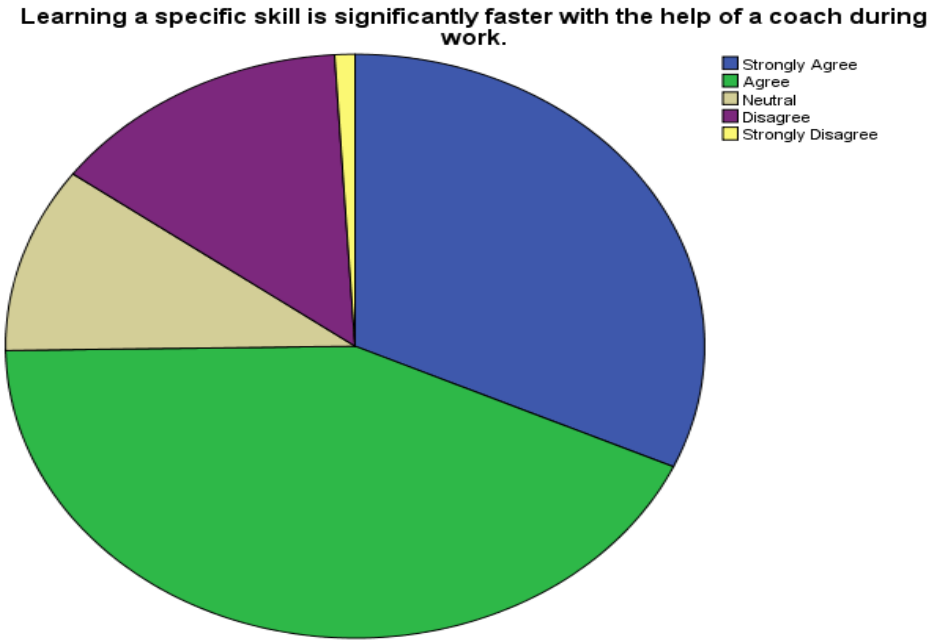

***Figure 14:** Pie Chart for Question 11*

Question 12: Coaching & mentoring can be a better alternative to classroom training for talent development.

Statistics

Coaching & mentoring can be a better alternative to classroom training for talent development.		
N	Valid	107
	Missing	0
Mean		2.71
Median		3.00
Std. Deviation		1.325

Coaching & mentoring can be a better alternative to classroom training for talent development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	26.2	26.2	26.2
	Agree	23	21.5	21.5	47.7
	Neutral	14	13.1	13.1	60.7
	Disagree	36	33.6	33.6	94.4
	Strongly Disagree	6	5.6	5.6	100.0
	Total	107	100.0	100.0	

__Table 7__: Frequencies & Statistics of Question 12

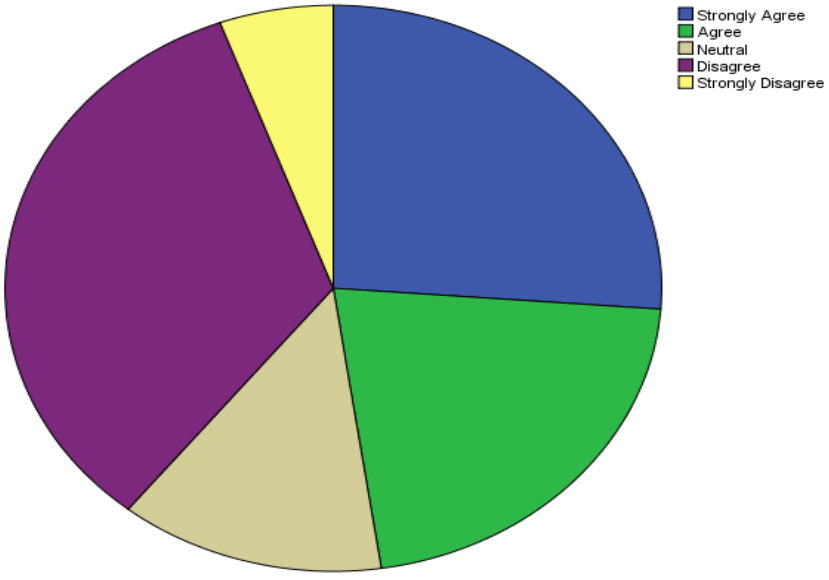

__Figure 15__: Pie Chart for Question 12

Question 13: Coaches & Mentors are necessary to bring out the best in an employee for any organization.

Statistics

Coaches & Mentors are necessary to bring out the best in an employee for any organization.		
N	Valid	107
	Missing	0
Mean		1.87
Median		2.00
Std. Deviation		.982

Coaches & Mentors are necessary to bring out the best in an employee for any organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	46	43.0	43.0	43.0
	Agree	40	37.4	37.4	80.4
	Neutral	12	11.2	11.2	91.6
	Disagree	7	6.5	6.5	98.1
	Strongly Disagree	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

***Table 8**: Frequencies & Statistics of Question 13*

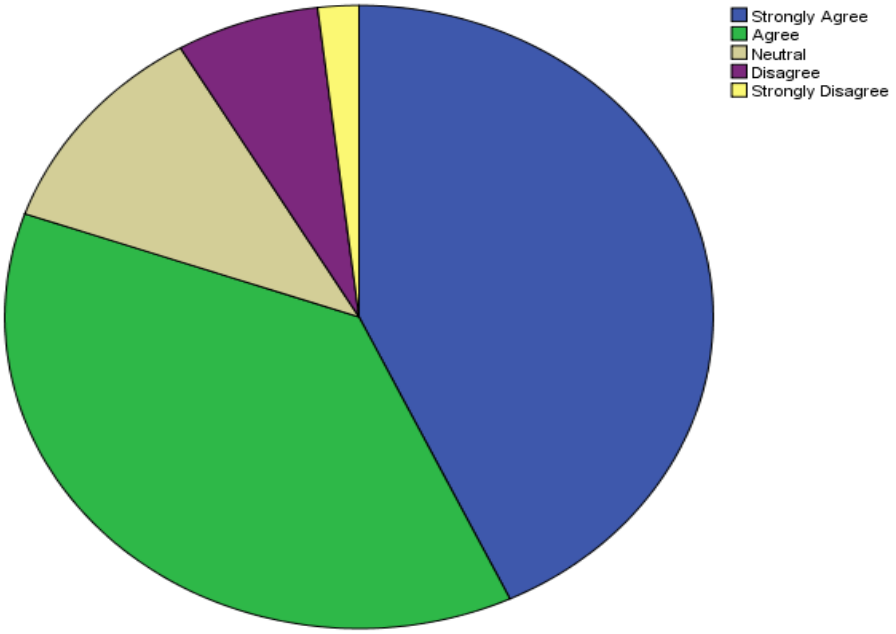

***Figure 16**: Pie Chart for Question 13*

5. 4 Analysis of the Variable: Training & Development

Question 14: Technical Skills such as analysis of big data or business intelligence are important for all employees and not only employees from technical backgrounds.

Statistics

Technical Skills such as analysis of big data or business intelligence are important for all employees and not only employees from technical backgrounds.		
N	Valid	107
	Missing	0
Mean		1.55
Median		1.00
Std. Deviation		.618

Technical Skills such as analysis of big data or business intelligence are important for all employees and not only employees from technical backgrounds.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	50.5	50.5	50.5
	Agree	48	44.9	44.9	95.3
	Neutral	4	3.7	3.7	99.1
	Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 9**: Frequencies & Statistics of Question 14*

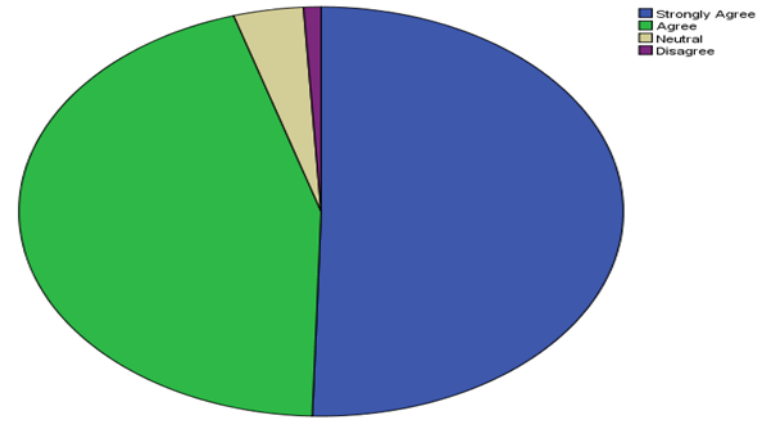

***Figure 17**: Pie Chart for Question 14*

Question 15: Training & Development opportunities can bring out the hidden talent in employees.

Statistics

Training & Development opportunities can bring out the hidden talent in employees.		
N	Valid	107
	Missing	0
Mean		1.51
Median		1.00
Std. Deviation		.678

Training & Development opportunities can bring out the hidden talent in employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	59	55.1	55.1	55.1
	Agree	44	41.1	41.1	96.3
	Neutral	2	1.9	1.9	98.1
	Disagree	1	.9	.9	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 10**: Frequencies & Statistics of Question 15*

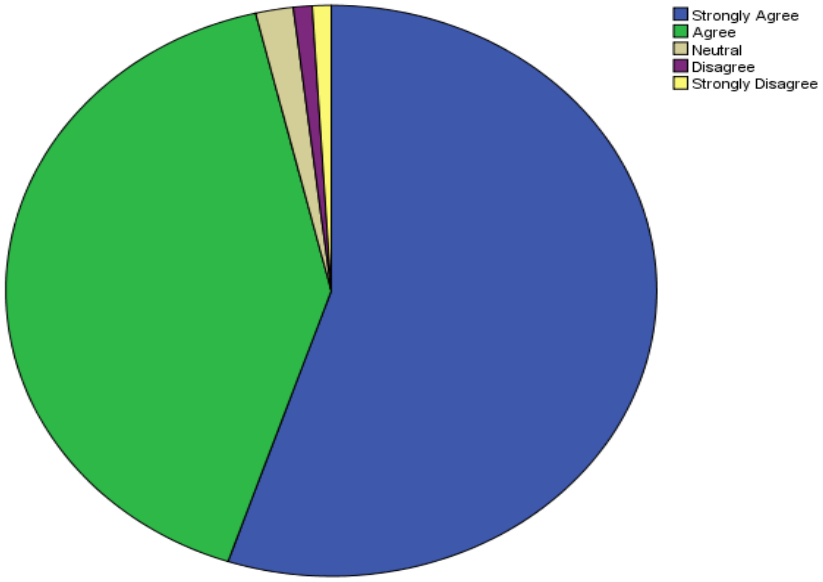

***Figure 18**: Pie Chart for Question 15*

Question 16: Training only in basic software such as Excel, Word are not sufficient in this modern age.

Statistics

Training only in basic software such as Excel, Word are not sufficient in this modern age.		
N	Valid	107
	Missing	0
Mean		1.47
Median		1.00
Std. Deviation		.731

Training only in basic software such as Excel, Word are not sufficient in this modern age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	63.6	63.6	63.6
	Agree	32	29.9	29.9	93.5
	Neutral	3	2.8	2.8	96.3
	Disagree	4	3.7	3.7	100.0
	Total	107	100.0	100.0	

***Table 11**: Frequencies & Statistics of Question 16*

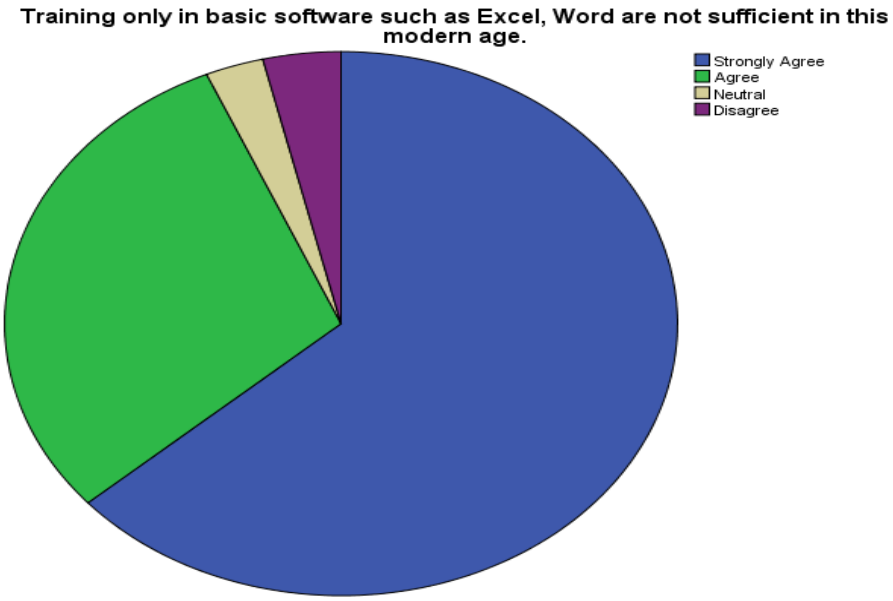

***Figure 19**: Pie Chart for Question 16*

Question 17: It is a necessity to make all employees digitally ready for all the changes & challenges that are about to come with globalization.

Statistics

It is a necessity to make all employees digitally ready for all the changes & challenges that are about to come with globalization.		
N	Valid	107
	Missing	0
Mean		1.50
Median		1.00
Std. Deviation		.620

It is a necessity to make all employees digitally ready for all the changes & challenges that are about to come with globalization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	57.0	57.0	57.0
	Agree	39	36.4	36.4	93.5
	Neutral	7	6.5	6.5	100.0
	Total	107	100.0	100.0	

***Table 12**: Frequencies & Statistics of Question 17*

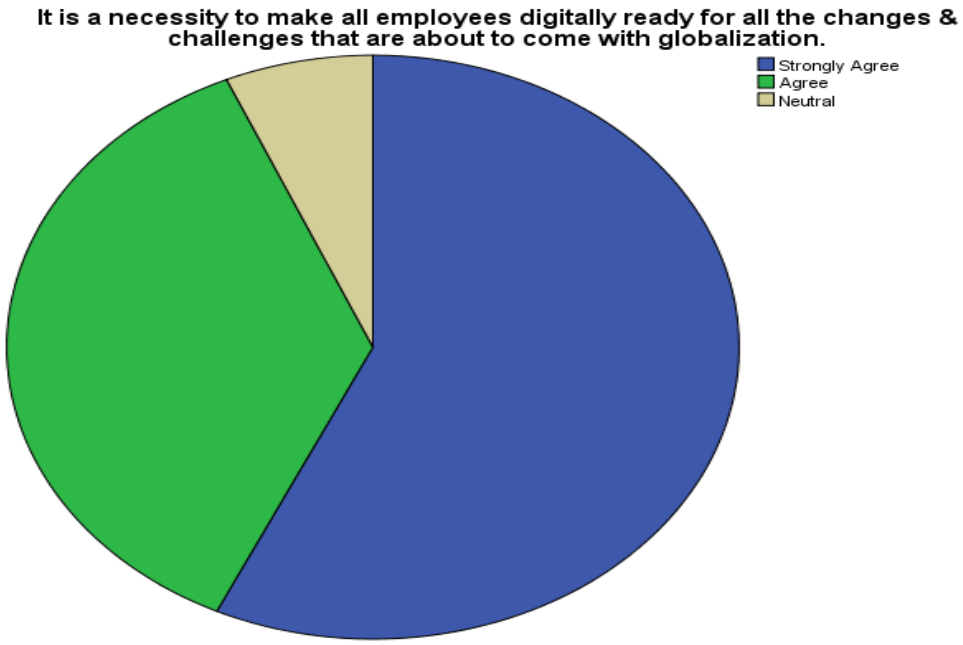

***Figure 20**: Pie Chart for Question 17*

5. 5 Analysis of the Variable: Salary & Benefits

Question 18: Salary is the First thing you consider when looking for a job

Statistics

Salary is the First thing you consider when looking for a job.		
N	Valid	107
	Missing	0
Mean		2.76
Median		3.00
Std. Deviation		1.366

Salary is the First thing you consider when looking for a job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	27	25.2	25.2	25.2
	Agree	25	23.4	23.4	48.6
	Neutral	11	10.3	10.3	58.9
	Disagree	35	32.7	32.7	91.6
	Strongly Disagree	9	8.4	8.4	100.0
	Total	107	100.0	100.0	

***Table 13**: Frequencies & Statistics of Question 18*

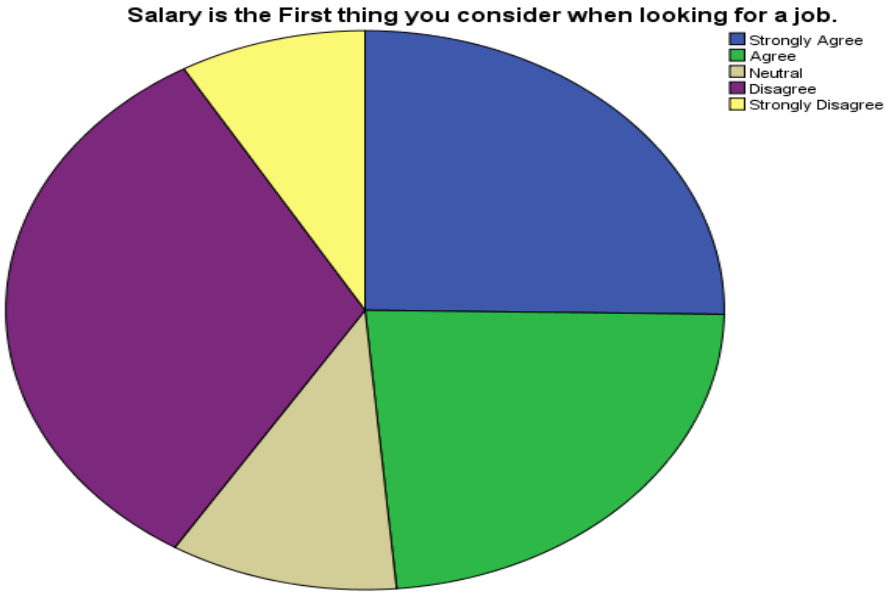

***Figure 21**: Pie Chart for Question 18*

Question 19: Having a salary less than industry standard can be demotivating for you and you will be willing to switch.

Statistics

Having a salary less than industry standard can be demotivating for you and you will be willing to switch.		
N	Valid	107
	Missing	0
Mean		1.69
Median		1.00
Std. Deviation		.936

Having a salary less than industry standard can be demotivating for you and you will be willing to switch.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	55	51.4	51.4	51.4
	Agree	41	38.3	38.3	89.7
	Neutral	2	1.9	1.9	91.6
	Disagree	7	6.5	6.5	98.1
	Strongly Disagree	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

***Table 14**: Frequencies & Statistics of Question 19*

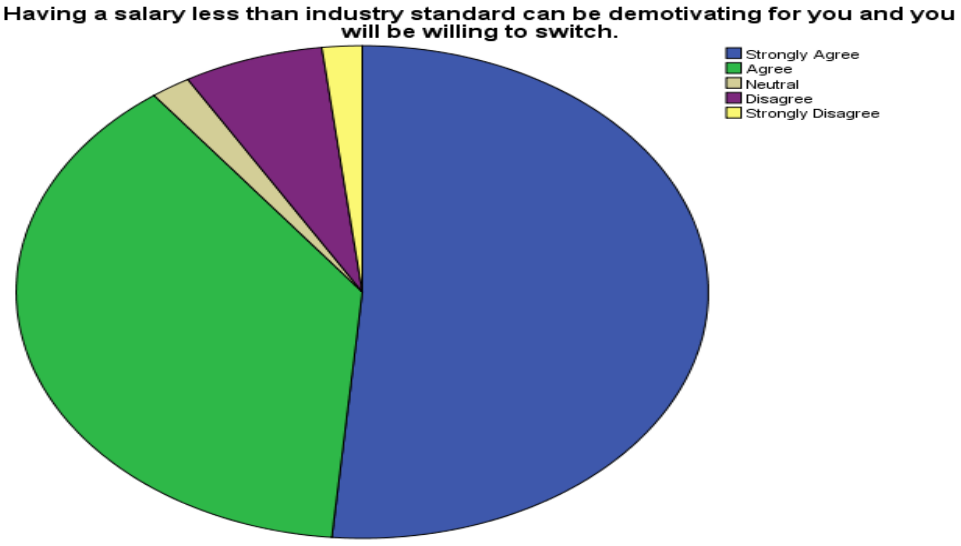

***Figure 22**: Pie Chart for Question 19*

Question 20: Suitable benefit packages such as work flexibility, health care etc, are necessary for your personal career development

Statistics

Suitable benefit packages such as work flexibility, health care etc, are necessary for your personal career development.		
N	Valid	107
	Missing	0
Mean		1.50
Median		1.00
Std. Deviation		.757

Suitable benefit packages such as work flexibility, health care etc, are necessary for your personal career development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	61.7	61.7	61.7
	Agree	33	30.8	30.8	92.5
	Neutral	5	4.7	4.7	97.2
	Disagree	2	1.9	1.9	99.1
	Strongly Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 15**: Frequencies & Statistics of Question 20*

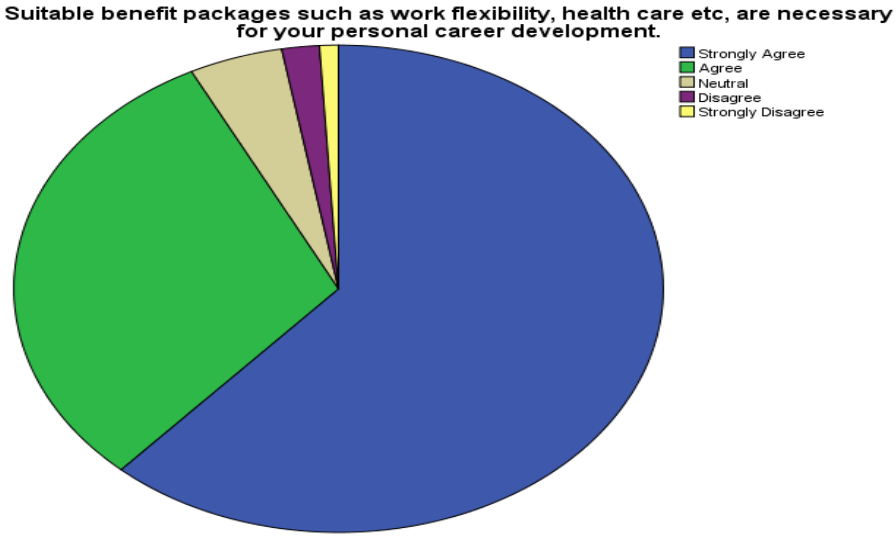

***Figure 23**: Pie Chart for Question 20*

Question 21: Having the appropriate benefits and salary would drive you to give more for the organization.

Statistics

Having the appropriate benefits and salary would drive you to give more for the organization.		
N	Valid	107
	Missing	0
Mean		1.55
Median		1.00
Std. Deviation		.780

Having the appropriate benefits and salary would drive you to give more for the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	63	58.9	58.9	58.9
	Agree	33	30.8	30.8	89.7
	Neutral	7	6.5	6.5	96.3
	Disagree	4	3.7	3.7	100.0
	Total	107	100.0	100.0	

***Table 16**: Frequencies & Statistics of Question 21*

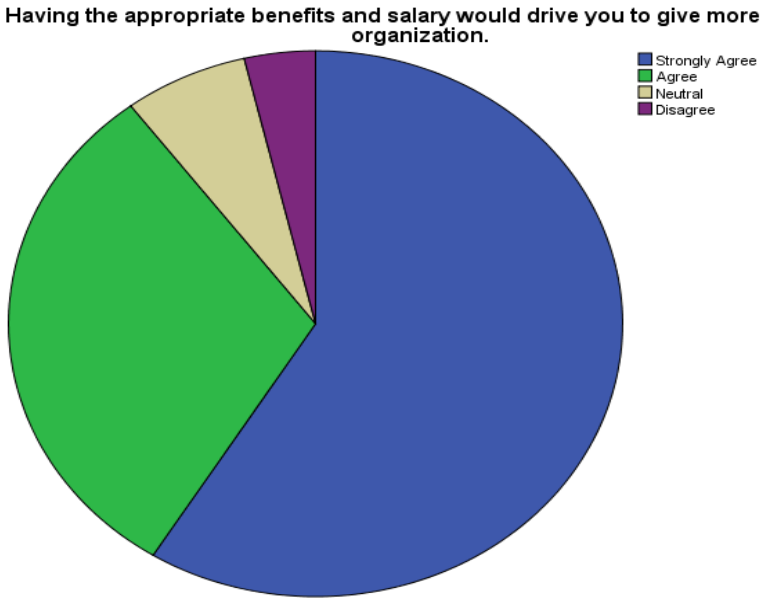

***Figure 24**: Pie Chart for Question 21*

5. 6 Analysis of the Variable: Organizational Culture

Question 22: You consider organizational culture to be major factor in joining an organization.

Statistics

You consider organizational culture to be major factor in joining an organization.		
N	Valid	107
	Missing	0
Mean		1.58
Median		2.00
Std. Deviation		.645

You consider organizational culture to be major factor in joining an organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	53	49.5	49.5	49.5
	Agree	47	43.9	43.9	93.5
	Neutral	6	5.6	5.6	99.1
	Disagree	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 17**: Frequencies & Statistics of Question 22*

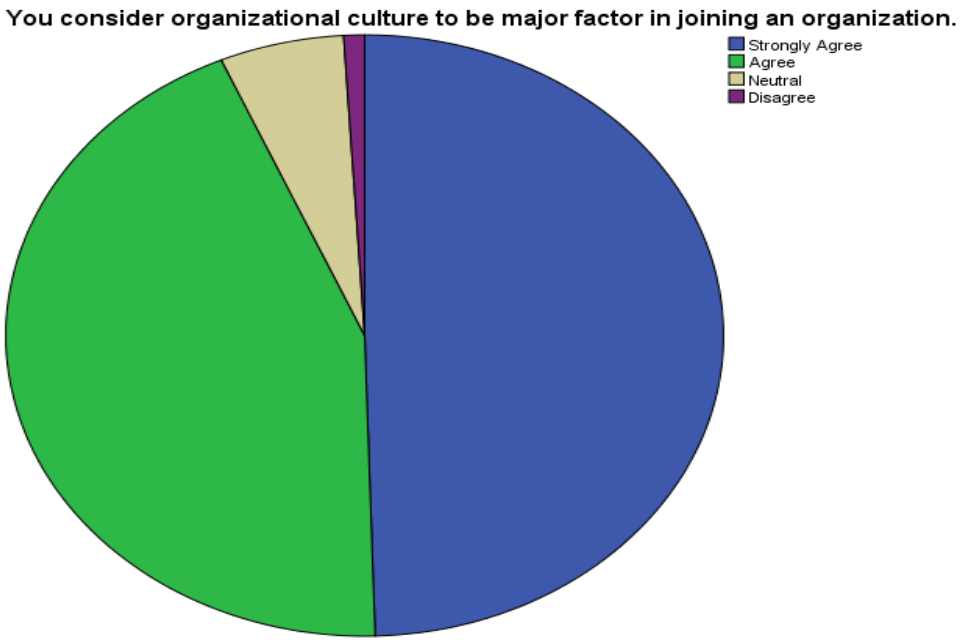

***Figure 25**: Pie Chart for Question 22*

Question 23: An organizational culture that promotes learning is a key necessity for interns and fresh graduates

Statistics

An organizational culture that promotes learning is a key necessity for interns and fresh graduates.		
N	Valid	107
	Missing	0
Mean		1.50
Median		1.00
Std. Deviation		.705

An organizational culture that promotes learning is a key necessity for interns and fresh graduates.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	64	59.8	59.8	59.8
	Agree	34	31.8	31.8	91.6
	Neutral	7	6.5	6.5	98.1
	Disagree	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

***Table 17**: Frequencies & Statistics of Question 23*

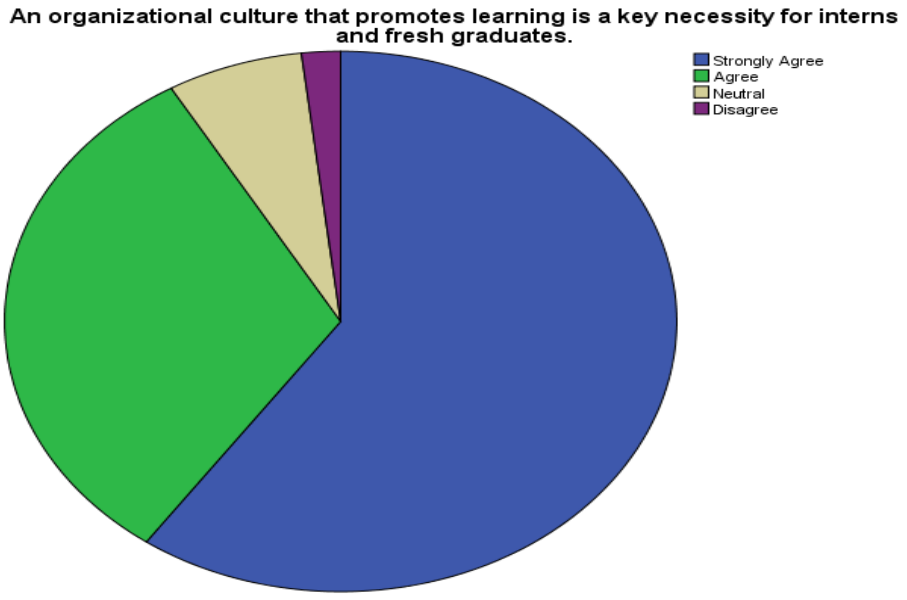

***Figure 26**: Pie Chart for Question 23*

Question 24: You prefer an open organizational culture where you can approach anyone for help rather than one where seniority and hierarchy is respected more than openness.

Statistics

You prefer an open organizational culture where you can approach anyone for help rather than one where seniority and hierarchy is respected more than openness.		
N	Valid	107
	Missing	0
Mean		1.52
Median		1.00
Std. Deviation		.793

You prefer an open organizational culture where you can approach anyone for help rather than one where seniority and hierarchy is respected more than openness.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	66	61.7	61.7	61.7
	Agree	31	29.0	29.0	90.7
	Neutral	5	4.7	4.7	95.3
	Disagree	5	4.7	4.7	100.0
	Total	107	100.0	100.0	

***Table 19**: Frequencies & Statistics of Question 24*

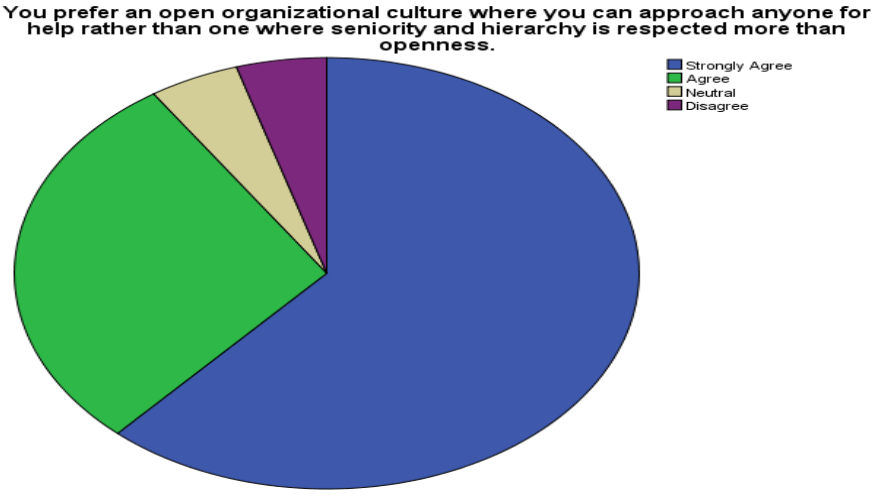

***Figure 27**: Pie Chart for Question 24*

Question 25: A strong organizational culture can bring out talent of any employee and make them loyal to the organization

Statistics

A strong organizational culture can bring out talent of any employee and make them loyal to the organization.		
N	Valid	107
	Missing	0
Mean		1.62
Median		1.00
Std. Deviation		.760

A strong organizational culture can bring out talent of any employee and make them loyal to the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	57	53.3	53.3	53.3
	Agree	36	33.6	33.6	86.9
	Neutral	12	11.2	11.2	98.1
	Disagree	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

***Table 20**: Frequencies & Statistics of Question 25*

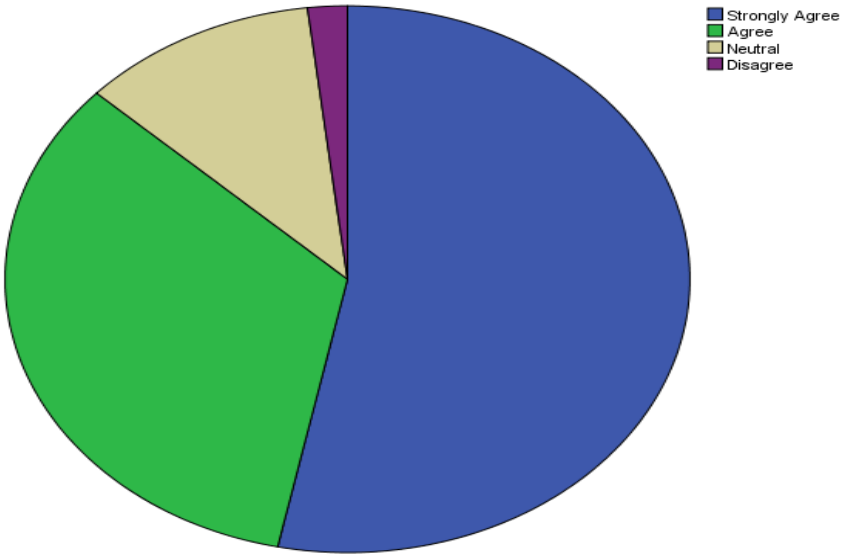

***Figure 28**: Pie Chart for Question 25*

5. 7 Analysis of the Variable: Work Environment

Question 26: You prefer being able to work in an environment where you can communicate with others for help than working alone

Statistics

You prefer being able to work in an environment where you can communicate with others for help than working alone.		
N	Valid	107
	Missing	0
Mean		1.35
Median		1.00
Std. Deviation		.497

You prefer being able to work in an environment where you can communicate with others for help than working alone.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	71	66.4	66.4	66.4
	Agree	35	32.7	32.7	99.1
	Neutral	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 21**: Frequencies & Statistics of Question 26*

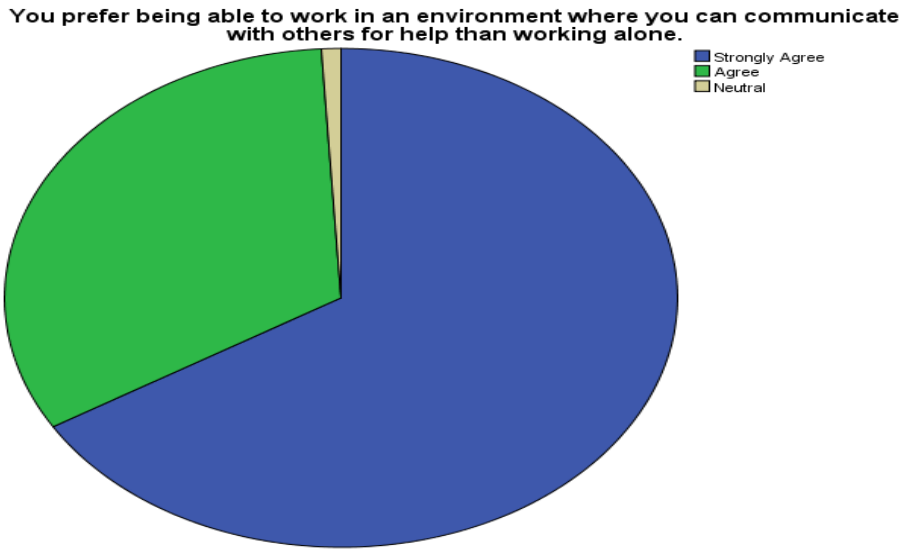

***Figure 29**: Pie Chart for Question 26*

Question 27: Physical Environment of the office is one of your top priorities

Statistics

Physical Environment of the office is one of your top priorities.		
N	Valid	107
	Missing	0
Mean		1.79
Median		1.00
Std. Deviation		1.105

Physical Environment of the office is one of your top priorities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	61	57.0	57.0	57.0
	Agree	24	22.4	22.4	79.4
	Neutral	5	4.7	4.7	84.1
	Disagree	17	15.9	15.9	100.0
	Total	107	100.0	100.0	

***Table 22**: Frequencies & Statistics of Question 27*

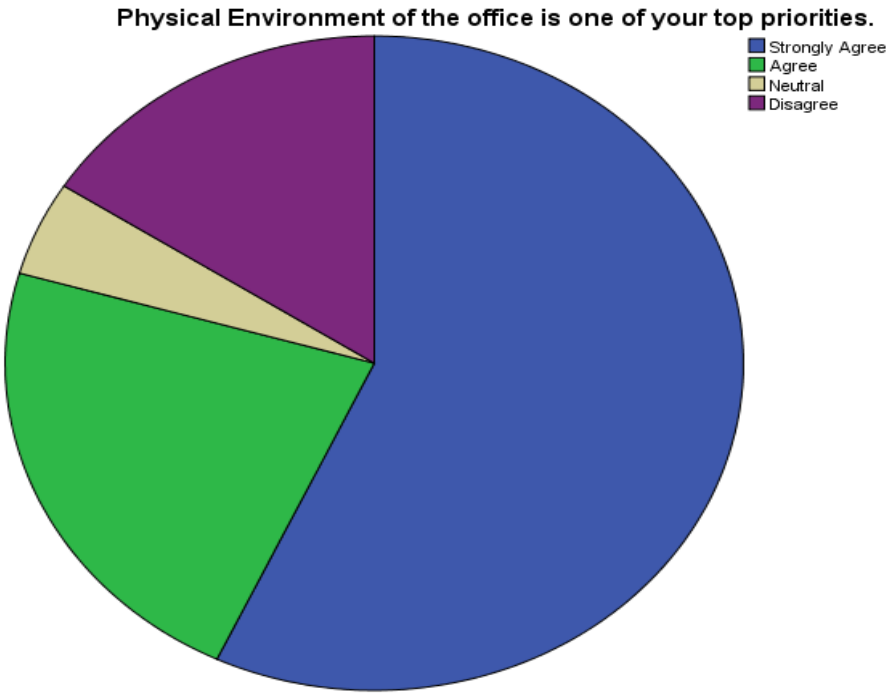

***Figure 30**: Pie Chart for Question 27*

Question 28: Workplace safety is a big necessity in the current timeline

Statistics

Workplace safety is a big necessity in the current timeline.		
N	Valid	107
	Missing	0
Mean		1.26
Median		1.00
Std. Deviation		.462

Workplace safety is a big necessity in the current timeline.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	74.8	74.8	74.8
	Agree	26	24.3	24.3	99.1
	Neutral	1	.9	.9	100.0
	Total	107	100.0	100.0	

***Table 23**: Frequencies & Statistics of Question 28*

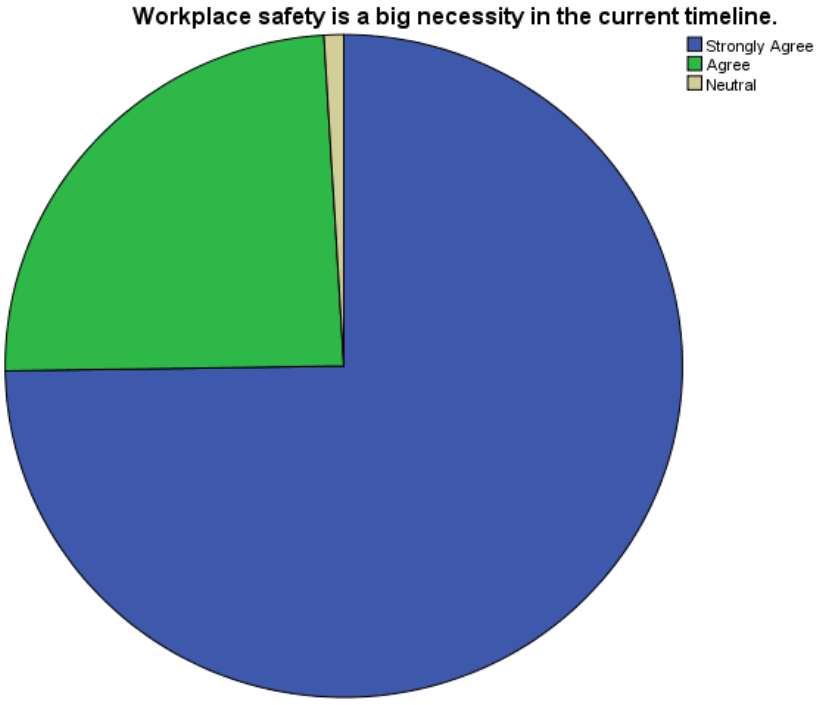

***Figure 31**: Pie Chart for Question 28*

Question 29: The quality of Equipment at work can impact the learning of an employee

Statistics

The quality of Equipment at work can impact the learning of an employee.		
N	Valid	107
	Missing	0
Mean		1.36
Median		1.00
Std. Deviation		.664

The quality of Equipment at work can impact the learning of an employee.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	76	71.0	71.0	71.0
	Agree	26	24.3	24.3	95.3
	Neutral	2	1.9	1.9	97.2
	Disagree	3	2.8	2.8	100.0
	Total	107	100.0	100.0	

***Table 24**: Frequencies & Statistics of Question 29*

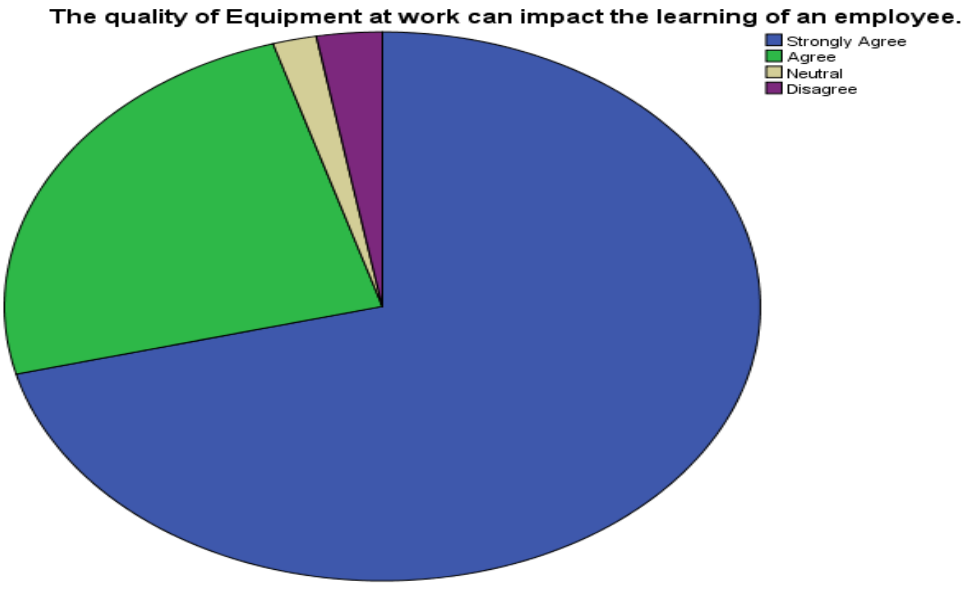

***Figure 32**: Pie Chart for Question 29*

5 .8 Convergent Validity Analysis: The following table shows the relationship between one question and another, in addition it shows how strong or weak a relationship is.

Correlations																									
		Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29
Q6	Pearson Correlation	1																							
Q7	Pearson Correlation	.051	1																						
Q8	Pearson Correlation	.357**	.108	1																					
Q9	Pearson Correlation	.211*	.354**	.278**	1																				
Q10	Pearson Correlation	.315**	.246*	.420**	.358**	1																			
Q11	Pearson Correlation	.139	.382**	.383**	.397**	.285**	1																		
Q12	Pearson Correlation	.367**	.338**	.220*	.165	.155	.196*	1																	
Q13	Pearson Correlation	.114	.292**	.228*	.267**	.216*	.354**	.296**	1																
Q14	Pearson Correlation	-.001	-.116	.028	-.099	-.010	.047	-.032	.148	1															
Q15	Pearson Correlation	-.015	-.076	-.025	-.092	-.008	-.002	-.158	.074	.455**	1														
Q16	Pearson Correlation	-.079	-.197*	-.165	-.216*	-.160	-.148	-.151	-.249**	.385**	.372**	1													
Q17	Pearson Correlation	.049	.003	.146	-.028	.182	.031	.007	.061	.334**	.487**	.246*	1												
Q18	Pearson Correlation	-.019	-.148	-.068	-.088	.060	-.068	-.197*	-.057	.053	.224*	.300**	.152	1											
Q19	Pearson Correlation	-.066	-.007	.005	.111	.085	.133	-.049	.119	.203*	.333**	.079	.531**	.177	1										
Q20	Pearson Correlation	.111	-.018	.065	.196*	.197*	.014	.106	.317**	.094	.242*	-.015	.405**	.136	.591**	1									
Q21	Pearson Correlation	.181	.092	.047	.087	.225*	.066	.222*	.152	.084	.275**	.001	.366**	.083	.429**	.588**	1								
Q22	Pearson Correlation	.222*	.222*	.108	.174	.280**	.240*	.181	.266**	.106	.145	-.067	.330**	.108	.440**	.431**	.353**	1							
Q23	Pearson Correlation	.221*	.166	.433**	.296**	.394**	.360**	.380**	.458**	.190	.142	-.155	.246*	.089	.267**	.411**	.364**	.471**	1						
Q24	Pearson Correlation	.326**	.188	.319**	.265**	.291**	.460**	.225*	.235*	.248**	.205*	.038	.174	-.204*	.080	.193*	.368**	.287**	.417**	1					
Q25	Pearson Correlation	.268**	.243*	.264**	.085	.273**	.312**	.393**	.366**	.188	.238*	-.102	.059	-.091	.124	.284**	.423**	.322**	.593**	.461**	1				
Q26	Pearson Correlation	.058	-.179	.071	-.135	-.012	-.001	.044	.021	.243*	.267**	-.018	-.061	-.042	-.012	.092	.136	.016	.224*	.278**	.254**	1			
Q27	Pearson Correlation	.031	-.197*	-.108	.001	-.150	-.147	-.125	-.139	.013	.000	.094	-.060	.092	-.053	-.103	-.130	-.268**	-.241*	-.156	-.297**	-.007	1		
Q28	Pearson Correlation	-.037	.013	-.138	.043	.085	-.132	-.002	.136	.002	-.052	-.137	-.215*	-.033	-.095	.084	.015	.119	.170	-.017	.288**	.136	-.078	1	
Q29	Pearson Correlation	-.041	.052	.053	.055	.149	.020	-.004	.107	.014	-.078	-.072	-.085	-.172	-.091	-.006	-.046	.075	.087	.136	.036	.043	.116	.454**	1
**. Correlation is significant at the 0.01 level (2-tailed).																									
*. Correlation is significant at the 0.05 level (2-tailed).																									

***Table 25**: Correlations Table*

5 .9 Regression Analysis: For this research a regression analysis was conducted and the results are showed below.

Descriptive Statistics

	Mean	Std. Deviation	N
TAA	6.1589	1.80748	107
TDD	6.0280	1.75078	107
CMM	8.5981	3.11072	107
SBB	7.4953	2.64352	107
OCC	6.2243	2.19480	107
WEE	5.7664	1.60529	107

***Table 26**: Regression Analysis*

Correlations

		TAA	TDD	CMM	SBB	OCC	WEE
Pearson Correlation	TAA	1.000	.681	-.133	.017	.493	-.101
	TDD	.681	1.000	-.079	.121	.642	-.092
	CMM	-.133	-.079	1.000	.403	.197	-.015
	SBB	.017	.121	.403	1.000	.348	-.077
	OCC	.493	.642	.197	.348	1.000	-.036
	WEE	-.101	-.092	-.015	-.077	-.036	1.000
Sig. (1-tailed)	TAA	.	.000	.086	.431	.000	.151
	TDD	.000	.	.208	.107	.000	.174
	CMM	.086	.208	.	.000	.021	.438
	SBB	.431	.107	.000	.	.000	.215
	OCC	.000	.000	.021	.000	.	.357
	WEE	.151	.174	.438	.215	.357	.
N	TAA	107	107	107	107	107	107
	TDD	107	107	107	107	107	107
	CMM	107	107	107	107	107	107
	SBB	107	107	107	107	107	107
	OCC	107	107	107	107	107	107
	WEE	107	107	107	107	107	107

***Table 27**: Correlations*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.698[a]	.488	.463	1.32513	.488	19.242	5	101	.000

a. Predictors: (Constant), WEE, CMM, TDD, SBB, OCC

***Table 28**: Overall Model Summary*

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168.946	5	33.789	19.242	.000[b]
	Residual	177.353	101	1.756		
	Total	346.299	106			

a. Dependent Variable: Talent Development

b. Predictors: (Constant), Work Environment, Coaching & Mentoring, Training & Development, Salary & Benefits, Organizational Culture

***Table 29**: Anova Table of The Regression Analysis*

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.920	.824		3.542	.001	1.285	4.555
	Traing & Development	.588	.100	.570	5.865	.000	.389	.787
	Coaching & Mentoring	-.052	.047	-.090	-1.123	.264	-.145	.040
	Salary & Benefits	-.054	.056	-.079	-.966	.336	-.165	.057
	Organizational Culture	.141	.084	.171	1.680	.096	-.025	.307
	Work Environment	-.056	.081	-.050	-.697	.487	-.217	.104

a. Dependent Variable: Talent Development

***Table 30**: Coefficients*

5. 10 Factor Analysis (KMO & Bartletts Test)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.298	38.293	38.293	2.298	38.293	38.293
2	1.484	24.730	63.023	1.484	24.730	63.023
3	.991	16.515	79.539			
4	.571	9.517	89.055			
5	.390	6.505	95.560			
6	.266	4.440	100.000			

Extraction Method: Principal Component Analysis.

***Table 31**: Total Variables Explained of the Analysis*

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	165.758
	df	15
	Sig.	.000

***Table 32**: KMO & Bartlett's Test for the Analysis*

5. 11 Reliability Analysis

Case Processing Summary

		N	%
Cases	Valid	107	100.0
	Excluded[a]	0	.0
	Total	107	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.722	.765	24

***Table 33**: Reliability Analysis & Cronbach's Alpha*

5. 12 Results and Discussion of the Analysis

Through the research, for all of the variables we found out different results after the analysis. When analyzing about the dependent variable **"Talent Development"** we found out that almost 93.5% percent of people believe that continuous development opportunities are vital for all employees regardless if they are considered talent or not as almost 97.2% believe that it can help a company gain a competitive edge and can help groom talent or bring out talent whom can be used for succession planning purposes thus almost 98.1% of the respondents believed or are neutral that talent development is currently a necessity for any company to flourish.

Coaching & Mentoring: When analyzing the Independent Variable "Coaching & Mentoring", out of the 107 respondents, 85 of the respondents agreed that they feel safer and learn more from working under a coach or a mentor and almost 80.4% of the 107 respondents believe that coaching & mentoring is mandatory to bring out the best out of the employees. However, majority of the respondents did not agree to the fact that coaching & mentoring are a good alternative to classroom training for developing talent but majority almost 74.8% of them agreed to the fact that learning a specific skill is easier with the help of a coach or mentor.

Training & Development: Analyzing the variable "Training & Development" the results showed that 95.3% respondents believe new technical skills and software training is necessary for all employees not just for the employees whom are from technical backgrounds or work in

the technical side of business. In addition, 96.3% of the respondents believe that suitable training & development cannot help bring out hidden talent among the employees. An overwhelming majority of the respondents also believe that basic training on software such as Excel and word are not enough for this current age and all of the 107 respondents believe that it is necessary to provide them training & development opportunities to become digitally ready for the future.

Salary & Benefits: While analyzing the variable "Salary & Benefits" it was quite astonishing to know that a huge number of the respondents did not prioritize salary and benefits to be one of their top priorities while looking for a job. In fact, almost 51.4% respondents did not consider it as one of their top priorities or are neutral to the factor. However, 96 of the total 107 respondents wanted to switch jobs if they get paid less than the industry standard salary. In addition, suitable benefit packages are quite important to the respondents as almost 92.5% considered these benefits necessary for their personal and career development and almost 89.7% agreed to the fact that they would be doing more for the organization if they were getting their favored benefit packages.

Organizational Culture: Analyzing the "Organizational Culture" variable it is quite certain that the majority of the talent are concerned about the culture of an organization and 93.5% of them consider it as a top factor in joining an organization and 98 of them believed that a learning based culture is one of the most important factors for fresh graduates and interns. 90.7% of the respondents also preferred a culture where they could approach anyone for any help rather than a seniority-based culture and lastly 86.9% of them agreed that it is quite vital for brining out the talent and making them loyal towards the organization.

Work Environment: The last independent variable is "Work Environment" and the respondents provided quite interesting responses for the questions for this variable. 106 out of the 107 respondents prefer an organization which provides working closely with a team and

communicating than working in a solitary environment. Almost 4 out of 5 respondents considered the physical environment of the office as a top priority for joining while almost 20% of them did not focus much on the exterior nor the physical environment. However, almost all of the respondents agreed that the quality of equipment is quite important for the learning and development of any employee. In addition, almost all of the respondents considered the workplace safety as a big necessity in this current timeline.

Factor Analysis: KMO & Bartlett's test results show it is at 0.652 which means that it is acceptable and the Chi-Square here is that 165.758 and is distributed while significance is .000 which implies that it is significant. Thus, the variables are significantly corelated.

Model Summary: From the Analysis, the model summary shows that the model is quite significant. In addition, the R square value indicates that the independent variables Training & Development, Coaching & Mentoring, Organizational Culture, Salary & Benefits and Work environment helps explain 48.8% of the variance in the dependent variable.

Anova Table: The overall regression model was significant as the values from anova table are,

F (5, 101) = 19.242, R square = .488

Coefficients: the results show that two variables play a significant impact on the dependent variable which are, "Training & Development" (b=0.570, p=.000) & "Organizational Culture" (b=0.171, p=0.096) while the other variables were not so significant in this case as they had beta's which were in the negative and also the p values were not as significant as these two variables. Here training & development is quite significant while organizational culture is not as significant however it has a significance level quite lower than the other three variables.

Results from the Reliability Analysis: The reliability analysis shows that the Cronbach's Alpha for this research is 0.722 which refers that the variables are reliable as Cronbach's alpha is > 0.7.

Chapter 6

Summary of the Findings, Recommendations & Conclusion

6. 1 Summary of the Findings: From the results of the analysis it is quite certain how the independent variables relate to the dependent variable. For this model 48.8% of the change in variance of the dependent variable can be explained through the independent variables. Here, two of the 5 independent variables stand out from the others which are, "Training & Development" (b=0.570, p=.000) & "Organizational Culture" (b=0.171, p=0.096) and from these two training & development is the most significant variable for this research. Which means that suitable training and development opportunities and positive organizational culture can promote talent development and the null hypotheses for these two variables are two be accepted which suggests that Favorable organizational culture is necessary for developing talent and the more the training and development opportunities, the higher the chances are for talent development. On the other hand, the other variables are not as significant for talent development from the research.

6. 2 Recommendations: From the findings of the research, some of the key recommendations would be,

- Providing training in topics and software that are going to be used instead of current software such as excel, word, PowerPoint.
- Provide technical training at least at the basic level or higher level to employees from all backgrounds so that they would know the business functions better in the digital age.
- Give training & development opportunities to tap into the potential of each employee to try to bring out hidden talent which can ultimately give the company a competitive edge by developing these talents and by saving cost by not needing to hire external talent.

- Provide practical based training opportunities more than classroom lectures, for example, using VR to teach about new relevant topics which could be costly but ultimately can be worth the investment if it is implemented properly to develop their talent.
- Create a culture of positivity that would be relevant all the time thus increasing the learning potential of the talent of the company instead of occasionally hosting events to promote the culture.
- Promote a learning-based culture were learning would be the primary focus and encouragement for the employees and talent.
- Promote classroom training/ Practical training mixed with a bit of coaching & mentoring to nurture the talent and unlock their full potential rather than focusing on one or the other.
- Revisit the benefit packages and providing opportunity to the talent to choose what suits them the best. Instead of giving similar benefits to all, give them customized packaging scope as millennials respond more to freedom when it comes to choosing what they like.
- Highlight or create growth opportunities in the company. For example, if a certain skill is valued more, set a standard which talented individuals can reach which would help them grow and go even further as well as benefiting the company.
- Invest quite heavily in culture, instead of hosting few events here and there, design the culture in such a way that would encourage team work, peer- to- peer feedback as well as recognition.
- Increase the monetary non-monetary rewards and recognition for achievements instead of the salary.

- Aligning training with managerial operation goals thus giving such training that are good for the management related goals as well as the development of the employees.

These are some of the recommendations that can provide benefits to the talent development process.

6. 3 Limitations of the Study

There were certain limitations to the research, some of the notable ones include,

- Due to lack of the time research could not be more informative as it was not possible to do extensive study related to the topic.
- This research only had 5 independent variables for the dependent variable, if there were more variables used, this research would have been even more accurate.
- Sample size of the research was only 107 respondents, if there were more respondents, it could have been even more informative and accurate.
- The data collection method although effective was not the best way to get in depth information regarding the variables such as taking personal interviews or other methods.

6. 4 Further Studies

From the research's results there are further study opportunities. For example, when we asked the respondents if they think coaching & mentoring can be an alternative to classroom training majority of them disagreed or were neutral, so a research can be done regarding - Benefits of coaching & mentoring compared to classroom training. Moreover, further studies can be made using this data of which type of training and development methods do the talent of this age prefer whether it be classroom training, practical training or even digital learning and their effectiveness.

6. 5 Conclusion

Talent development is quite an important part of the human resource department in this current timeline as it can be a source of competitive advantage. In this digital age, proper utilization and development of talent can be the key factor that separates one company from their competitors and help them go to the next level. Focusing on proper training & development through effective methods as well as having a learning oriented positive organizational culture can contribute to the quality and speed of the talent development process of any organization which can help them flourish with internal talent in the coming years.

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Appendix

Academic Questionnaire for Internship Report

Demographic Questions:

1. **Which of these following positions are you working for or are most interesting to you?** *
   - Internship
   - Management Trainee
   - Entry Level Jobs
2. **What is your current employment status?** *
   - Employed Full-Time
   - Employed Part-Time
   - Currently Seeking Opportunities
   - Retired
   - Prefer not to say
3. **What is your Gender?** *
   - Male
   - Female
4. **What is your age group?** *
   - 18-22
   - 23-27
   - 28-32
   - 33 or above
5. **What is your highest educational degree?** *
   - Undergraduate
   - Postgraduate

"Questions Related to Dependent Variable: Talent Development"

6. **Continuous Development opportunities are necessary not only for senior management but also for all employees in general.** *
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree
7. **It is more effective to train & develop talent for succession planning than to recruit from external sources.** *
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree
8. **Talent development has become a necessity due to demographic change and globalization.** *
   - Strongly Agree
   - Agree
   - Neutral

- Disagree
- Strongly Disagree

9. **Developing Talent can help a company to gain competitive edge in this digital age.** *
   - Strongly Agree
   - Agree
   - Neutral
   - Disagree
   - Strongly Disagree

"**Questions Related to Independent Variable: Coaching & Mentoring**"

10. **It feels safer to work under a mentor with their guidance and learn from them than to perform individually at work as a new joiner.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

11. **Learning a specific skill is significantly faster with the help of a coach during work.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

12. **Coaching & mentoring can be a better alternative to classroom training for talent development.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

13. **Coaches & Mentors are necessary to bring out the best in an employee for any organization.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

"Questions Related to Independent Variable: Training & Development"

14. **Technical Skills such as analysis of big data or business intelligence are important for all employees and not only employees from technical backgrounds.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

15. **Training & Development opportunities can bring out the hidden talent in employees.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. **Training only in basic software such as Excel, Word are not sufficient in this modern age.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. **It is a necessity to make all employees digitally ready for all the changes & challenges that are about to come with globalization.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

"Questions Related to Independent Variable: Salary & Benefits"

18. **Salary is the First thing you consider when looking for a job.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. **Having a salary less than industry standard can be demotivating for you and you will be willing to switch.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. **Suitable benefit packages such as work flexibility, health care etc, are necessary for your personal career development.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. **Having the appropriate benefits and salary would drive you to give more for the organization.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

"Questions Related to Independent Variable: Organizational Culture"

22. **You consider organizational culture to be major factor in joining an organization.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23. **An organizational culture that promotes learning is a key necessity for interns and fresh graduates.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. **You prefer an open organizational culture where you can approach anyone for help rather than one where seniority and hierarchy is respected more than openness.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

25. **A strong organizational culture can bring out talent of any employee and make them loyal to the organization.** *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

"Questions Related to Independent Variable: Work Environment"

26. **You prefer being able to work in an environment where you can communicate with others**
for help than working alone. *
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

27. **Physical Environment of the office is one of your top priorities.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

28. **Workplace safety is a big necessity in the current timeline.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

29. **The quality of Equipment at work can impact the learning of an employee.** *
    - Strongly Agree
    - Agree
    - Neutral
    - Disagree
    - Strongly Disagree

"Question Related to The University of the respondents"

30. **Where are you enrolled or where did you finish your latest degree from?** *
    - BRAC University
    - North South University
    - IBA - Dhaka University
    - Dhaka University
    - East West University
    - BUET
    - RUET
    - KUET
    - Rajshahi University
    - Jahangirnagar University
    - American International University, Bangladesh
    - United International University
    - Daffodil University
    - Independent University, Bangladesh
    - Bangladesh University of Professionals
    - Other: _____