

Empirical Exploration of Talent Management Practices and performance of an Employee

¹Dr. Girisha M C, ²Ramyashree K K

¹drgirishamc@gmail.com

Associate Professor,

Department Of Commerce

Mandya University, Mandya

²Ramyashreeramya0@gmail.com

Research Scholar

Mandya University, Mandya

Abstract

Present global era, the intense of competition significantly increasing the essence of “talent management practices” is one of key for sustainability. Since 19th century to recent era there was a continues development from factory system to “talent management system”. The study focused on “talent management practices” and performance of an employee along with employee satisfaction.

Aim Of the Study: This study mainly focused on appreciate the important function talent management practices followed by different sectors in Karnataka. Analyze the “TMP” influence on talent development, employee motivation, engagement, retention, productivity and employee satisfaction in different sectors in Karnataka. Along with these the study aimed to identify the sector wise employee productivity and satisfaction by existing talent management practices.

Methodology: This data collected by adoption of survey method with a sample size response of 60 valid from different sector through simple random techniques. The study has adopted the statistical tools such as Cranach’s alpha for reliability test, correlation between variables, regression model summary to identify the impact of variables mean differences.

Findings: The present study contributes that respondents are high level of uniformity in their perception. Talent management practices are crucial & significant role in enhancing employee development, motivation, engagement as well as retention. This study found that talent management establish the strong predictors of development and outcomes.

Research implication: This research is very significant because it provides empirical evidence that talent management significantly enhance the talent development. This study contributes towards significance of TM and talent development for the employee motivation. This research study will contribute to the organization to design the TMP according to the present situation.

Originality of research: Present study is original in its sector wise comparative analysis of talent management this integrates the multiple outcomes variables talent development employee motivation and employee engagement. This research introduces a comprehensive model for core talent management.

Key-words: Talent management, development, retention, Motivation, Strategic HRM.

Introduction:

In present globalized environment, management of talent has become a planned instrument for success of organization by ‘attracting, developing, and retaining’ skilled employees. Effective talent practices enhance employee performance, innovation, sustainable growth. In the context of India’s rapidly growing automobile

industry, which plays a significant role in the global market, strong talent management systems are essential to build a skilled, adaptable, and future-ready workforce.

Literature Review:

The talent management mainly explain the important strategic function in modern organizations, particularly in educational institutions, as it helps in long term sustainability and achieving academic excellence. Both studies showed that effective talent management practices have a strong constructive impact on recruitment, performance, maintain employee, and overall organizational success. One author found that elements like ‘talent acquisition, development, and succession planning’ improve the effectiveness of the recruitment process. On the other hand emphasized that practices such as training programs, performance appraisal and employee engagement activities increase employee motivation, productivity and job satisfaction both authors concluded that when organizations provide learning opportunities, recognition, and good working environment, it leads to better employee retention and improved organizational performance. **Shrivastava (2022) and panali(2023)**

Talent management is improving the organizational performance, especially in higher education institutions, authors focused on the challenges faced by employees in managing their career development and highlighted that career advancement opportunities and career discussions play a key role in improving employee growth and engagement. This study found that well-structured management practice of talents enhance individual career progression and individual employee empowerment. Similarly another author stated that well designed talent management practices such as ‘faculty improvement program, appraisal, training programs, succession planning and mentoring are very essential for improving faculty competencies and institutional performance’. Overall both studies concluded that effective TMP are very essential for employee engagement, employee career development and organizational success. **Veetti et al. (2015) and Aravinda H.G (2024)**

This study examined the importance of ‘talent management’ in improving organizational and employee performance. And another author critically pointed out that traditional talent management approaches, which focus mainly on elite talent and leadership pipelines, may create inequality and limit overall organizational effectiveness. This article suggested that organizations should adopt inclusive TMP focus on knowledge sharing and strategies with key factors to enhance overall workforce capability. Another author did empirically analysed the relationship between performance of an employee and talent management practices. This study identified that influence positively on performance, contextual performance and adaptive performance, while reducing counterproductive behaviour. It also highlighted that job satisfaction shows a mediating role in improve the performance. Overall both studies conclude that management and performance effective and inclusive. **Coulson (2012) and Mensah et al. (2016)**

The study shows on mutual exchange relationship between employer and employee. The study focus on HRM practices improves human capital only when employees fair and meaning rewards, supported by psychological contract theory. It also highlights both direct and indirect effects of HR Practices, But Has Limited generalizability across industries. Similarly, another study also focuses on factors like leadership, reward systems, and performance appraisal. Using survey data, the study finds that fair and transparent appraisal systems increase employee satisfaction, trust, belongingness and commitment in the financial sector. Overall, both studies emphasize that fairness, employee perception and transparency are essential for effective talent management and organizational success. **Hoglund M (2012) and Erkut altindag et al. (2018)**

This study found that line managers competencies significantly impact on job satisfaction, affective obligation, and turnover mindset. Using a quantitative approach, the study shows that competent managers crucial role in employee retention and improved outcomes, and focus on the need for a refined talent management model. And another hand talent is a critical resource for both individual and organizational success. The study highlights those aligning talent management strategies with business strategies is required to ensure a skilled workforce and organizational competitiveness based on qualitative analysis of best practices. Overall both studies highlight that management competence and strategic alignment are crucial for effective ‘talent management’, employee retention and long term organizational success. **Oehley,A.M, et al (2010) and Aleem et al. (2016).**

This study highlights that employee engagement plays a strategic role in retain of employee, as engaged employees are more committed, loyal and motivated. This article based on survey data from manufacturing employees, found that work-life balance, career development, recognition and feedback significantly improve retention. It also shows that independent demographical factors influence on talent management practices and loyalty of individual employee. Another article similarly examines the impact organizational and individual factors on career behaviour and retention among IT employees in India. The study finds that organizational support and psychological empowerment enhance career satisfaction and affective commitment. It also emphasizes that career motivation and self-management strengthen employee outcomes, while talent designation influences these relationship. Overall both researches stress that engagement, organizational supports employee engagement, and career growth are key drivers of effective talent management and employee outcomes. **Varalakshmi (2018) and Yogalakshmi (2020)**

Research Gap:

Despite substantial research on “talent management”, several important gaps go on in the past literature. This study conducted systematic literature review along with the Meta-Analysis to identify present trend regarding study. Most studies focused on individual practices such as ‘recruitment, selection, talent acquisition, and talent identification’, rather than adopting a holistic and integrated multiple approach. Furthermore, very few studies have directly linked talent management towards performance of an employee. The Karnataka context is largely overlooked and the collective impact of ‘talent management practices’ on key employee productivity remains underexplored. Therefore, this research purpose to report these gaps by explore the influence of ‘talent management on employee performance’.

Objectives of the Study:

1. To study the ‘talent management practices’ followed by different sectors in Karnataka.
2. To explore the ‘talent management practices’ influence on employee talent development, motivation, engagement, retention, and productivity and satisfaction in different sectors in Karnataka.
3. To identify the sector wise employee productivity and satisfaction by existing talent management practices.

Hypotheses

H₀: There is no significant positive influence of “talent management practices” on talent development, motivation, employee engagement, retention, productivity and satisfaction of employee.

H₁: There is a significant positive influence of “talent management practices” on talent development, employee motivation, employee engagement, employee retention, and employee productivity and employee satisfaction.

H₀: There is no difference in employee productivity and satisfaction level in all sectors about “talent management practices”.

H₁: There is a difference in employee productivity and satisfaction level in all sectors about talent management practices.

Research Methodology:

There are different methods for data collection which will be used for business research i.e. Primary and secondary data. Purposive sampling will be adopted for the purpose of the study. For the present study the primary data will be collected directly from respondents using offline and online questionnaires. Secondary data will be collected from referred journals, research articles, doctoral thesis reference books, Dissertation, other research reports, and annual reports of automobile industry by using websites, newspapers articles regarding automotive industry.

In this research a questionnaire will be constructed for a collection of data Talent management practices, talent development, training and development, compensation rewards, performance management, succession planning and organizational culture practices in an different sector in Karnataka. The study has adopted the statistical tools such as Cranach’s alpha for reliability test, correlation between variables, regression model summary to identify the impact of variables mean differences.

Analysis and Interpretation:

Demographic Profile of Respondents

Independent		Frequency	%
Gender	Male	22	36.7
	Female	38	63.3
Age in years	Below 25 years	8	13.3
	25-35 years	40	66.7
	36-45 years	12	20.0
Educational qualification	Undergraduate	4	6.7
	Postgraduate	52	86.7
	Professional Qualification	4	6.7
Present Designation	Entry Level	2	3.3
	Middle Level	34	56.7
	Senior Level	18	30.0
	Managerial Level	6	10.0
Sector	Software	6	10.0
	Banking	20	33.3
	Automobile	26	43.3
	Education	2	3.3
	Hospitals	6	10.0
Experience in years	Less than 2 years	18	30.0
	2-5 years	16	26.7
	6-10 years	10	16.7
	Above 10 years	16	26.7
Income Level	Below 20.000	16	26.7
	20.000-40.000	26	43.3
	40.000-60.000	10	16.7
	Above 60.000	08	13.3

Most respondents are female (63.3%) and belong to the 25–35 years age group (66.7%), with a majority being postgraduates (86.7%). Most work at the middle level (56.7%) and are mainly from the automobile (43.3%) and banking (33.3%) sectors. The category of experience, many are less than 2 years (30.0%) or 2–5 years (26.7%), and most earn ₹20,000–₹40,000 (43.3%).

Reliability analysis

<i>Construct</i>	Cronbach alpha	Result
Talent management	0.801	Good
Talent development	0.825	Good
Employee motivation	0.882	Good
Employee engagement	0.891	Excellent
Employee retention	0.808	Good
Employee productivity	0.737	Acceptable
Employee satisfaction	0.779	Acceptable

Computing cronbach alpha for each variable administer to assess the internal consistencies and stability of construct. The reliability analysis clearly indicated that cronbach alpha of talent management construct shows 0.801; talent development constructs 0.825, employee motivation construct 0.882, Employee engagement 0.891, Employee retention 0.808, Employee productivity 0.737 and Employee satisfaction 0.779, which means consistency in the collected data. From the result evidenced that the data can be applied for parametric and non-parametric analysis.

Measures of central tendency

Construct	N	Mean value	SD
Talent management	60	1.6267	0.43174
Talent Development	60	1.6000	0.47210
Employee Motivation	60	1.5833	0.57613
Employee Engagement	60	1.5533	0.49863
Employee Retention	60	1.7467	0.53090
Employee Performance	60	1.6000	0.39660
Employee Satisfaction	60	1.6267	0.41246

The above descriptive analysis depicts that mean value of each construct is closely related to each other. Talent management mean is 1.63 with SD 0.4317, talent development mean 1.6000 SD 0.4721, employee motivation mean 1.5833 SD 0.5761, employee engagement mean 1.5533 SD 0.4986, employee retention mean 1.7467 SD 0.5309, employee performance mean 1.6000 SD 0.39660 and employee satisfaction mean 1.6267 SD 0.4124. This analysis shows very consistent and close related along with low deviation. Therefore, the data is variable and stable for further enquiry.

Correlations Analysis

Variables	Pearson Correlation	Sig. (2-tailed)	Result
TM-TD	0.735	0.000	Positive and significantly correlated
TM-EM	0.509	0.000	
TM-EE	0.655	0.000	
TM-ER	0.414	0.001	
TM-EP	0.238	0.068	Weak correlation not significant
TM-ES	0.240	0.065	

The correlation analysis identified that TM has a strong positive and significant relationship with TD ($r = 0.735$, $p = 0.000$), a moderate positive and significant relationship with Employee Motivation (EM) ($r = 0.509$, $p = 0.000$) and Employee Engagement (EE) ($r = 0.655$, $p = 0.000$), and a low but significant positive relationship with Employee Retention (ER) ($r = 0.414$, $p = 0.001$). However, TM shows weak and statistically non-significant relationships with Employee Productivity (EP) ($r = 0.238$, $p = 0.068$) and Employee Satisfaction (ES) ($r = 0.240$, $p = 0.065$).

Regression Analysis

IV and DV	r value	R ²	beta	F calculation	Sig.value
TM-TD	0.735	0.540	0.753	68.189	0.000
TM-EM	0.509	0.259	0.509	20.259	0.000
TM-EE	0.655	0.429	0.655	43.495	0.000
TM-ER	0.414	0.172	0.414	12.032	0.001
TM-EP	0.238	0.056	0.238	3.469	0.068
TM-ES	0.240	0.057	0.240	3.532	0.065

The regression results indicate that Talent management has a strong and significant impact on Talent Development (TD) ($R^2 = 0.540$, $\beta = 0.753$, $p = 0.000$), explaining 54% of the variance. TM also shows a moderate and significant effect on Employee Engagement (EE) ($R^2 = 0.429$, $\beta = 0.655$, $p = 0.000$) and Employee Motivation (EM) ($R^2 = 0.259$, $\beta = 0.509$, $p = 0.000$). Further, TM has a low but significant influence on Employee Retention (ER) ($R^2 = 0.172$, $\beta = 0.414$, $p = 0.001$). However, TM has a weak and statistically non-significant impact on Employee Productivity (EP) ($R^2 = 0.056$, $\beta = 0.238$, $p = 0.068$) and Employee Satisfaction (ES) ($R^2 = 0.057$, $\beta = 0.240$, $p = 0.065$).

Report					
		Employee productivity		Employee satisfaction	
Sector	N	Mean	Std. Deviation	Mean	Std. Deviation
Software	6	1.7333	0.27325	1.9333	0.10328
Banking	20	1.7000	0.46112	1.7200	0.48731
Automobile	26	1.6000	0.00000	1.4000	0.00000
Education	2	1.4615	0.36119	1.4615	0.37850
Hospitals	6	1.7333	0.37238	1.8000	0.17889
Total	60	1.6000	0.39660	1.6267	0.41246

The analysis explains that sector wise comparison of employee satisfaction and employee productivity. This is evidenced that employees from all sectors are very much satisfied with the mean value range from 1.4615 to 1.7333 with lower deviation in data. Employee satisfaction factor shows that all employees are satisfied with talent management practices followed by organizations, the mean value of respondents ranging from 1.4000 to 1.9333 and lower deviation in data. This depicts that talent management practices accepted by employees.

Research Findings:

1. The study found that the respondent's perceptions are uniformity and there are no differences of opinions regarding TMP. There is no variation in the response regarding the talent management and other variables.
2. The study identified that talent management practices significantly contribute towards employee development, motivation, retention and engagement but low impact on productivity and satisfaction.
3. The outcome of the research demonstrated that 'talent management' is key predictors of employee development, motivation, and employee engagement and not significant determinant for employee productivity and employee satisfaction.
4. The study finally investigated that employees from different sector are satisfied and talent management practices are accepted and very effective for their performance.

Suggestions:

1. Every organisation must strengthen the "talent management practices" on the basis of outcome based organizational practices.
2. There is very much need of integration of performance appraisal system and talent management practices which directly influence on employee productivity.
3. Organizations must design the customised reward policies to improve the satisfaction level of employees.
4. Organization must introduce feedback mechanism to understand the employee expectations.
5. Organization must give much attention to friendly acceptable work environment.

Conclusion:

The research study accomplishes that talent management practices designing and shaping the employee outcomes across different sectors. Study indicated that organizations maintaining consistent talent management practices which are accepted widely across different sector. These policies and practices enhance the employee outcomes and leads to satisfaction. Based on the analysis organizations need to adopt more outcome based approach by integrating multiple factors and continues feedback system can bring the holistic and acceptable approach. Thus, the study emphasised that present talent management practices are effective and holistic in nature for enhancement of productivity and satisfaction with assurance of sustainability performance

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