

IMPACT OF TALENT MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

The article tries to find out the impact of talent management practices on organizational performance among employees in NLC. One objective was framed for this study. Sample size was 100 in all obtained through simple random sampling technique. Researcher designed questionnaire is with 5 point scale in the continuum of agreeing. Reliability of this tool is 0.86 and 0.89. The analysis found that influence of independent variables such as career development and building and maintains positive relationships on mediator variable employees' job performance. The analysis also found that influence of career development, building and maintains positive relationships and employees' job performance on organizational performance. Hence, it is concluded that the organization should investment in employee development and training continues to be a focus to support strategy in empowering its talent, so as to improve their knowledge base and to exploit their potential knowledge and performance.

KEYWORDS: *Talent Management, Job Performance, Career Development.*

Introduction

In the last twenty years, the difficulty of talent management has been more and more mentioned. In today's society, it's become a lot of and a lot of essential to figure with talent management. Despite the expansion in interest, there looks to be no clear rationalization of what talent management is and the way organizations ought to manage it or implement it.

Traditionally, talent management referred solely to the event and replacement of high executives. Nowadays, there's recognition that attracting and retentive gifted staff ought to happen on all levels at intervals the organization. This concept results in a shift from the thought of 1 single towards the thought of multiple talent-ladders or pipelines.

Talent management aims at raising the potential of staff that are seen as having the ability to create a valuable distinction for the organization, currently or within the future. Moreover, talent management ought to improve structure performance. However, talent management powerfully concentrates on leaders, which may cause organizations to 'forget' the alternative teams of abilities that are essential nowadays. This realization had LED to the utilization of the subsequent definition of talent management: talent management means a corporation tries to nurture and develop the folks that are outlined as having each a high potential and ability.

Review of Literature

Branham (2000) provided a survey that shows that pay ranks are lower on the size of worker commitment and incentive. However, Heinen and ONeil (2004) means the importance of rewards for Talent Management observe. A reality is insured by Branham's (2000) states that once pay given according the performance of the staff, it acts sort of a powerful stimulant for people that are apt to perform at high levels within the organization.

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Arthur & Rousseau (1996), that is more and more important; Life-long employment in an exceedingly single organization isn't any longer the prevailing career pattern, as career quality isn't any longer thought-about solely at intervals one's structure hierarchy. Every worker includes an essential role in determinant his or her career path and success

Schweyer, (2004) a structured route to the creating most of the human capital in a corporation by taking a holistic approach to workers development and structure success; With case studies and techniques for developing the workers talent base at low value the book is additionally fitted to these value aware times.

Laff, (2006) specializing in the challenge of attracting and retentive talent moon-faced by Indian hour mangers, the article outlines initiative that may be place in situ to assist organization retain nurture and retain the talent.

Research Methodology

Research Design

Descriptive research has been followed in organizing this research work. The descriptive research attempts to describe the behavior of the respondents in relation to a particular practice or culture of importance (Cooper & Schindler 2001; Davis & Cosenza 1988). The descriptive study is typically concerned with determining the frequency with which something occurs or how two variables vary.

Objective of the Study

- To study the influence of talent management practices on organizational performance in NLC.

Hypothesis of the Study

- There is no influence of talent management practices on organizational performance in NLC.

Sampling Technique

Simple random sampling technique was used for primary data collection. Actually no pre plan of executing is there.

Data Collection

The sample size of the pilot study is 100 in all. The study was conducted in NLC, Naively, Tamilnadu. Questionnaire with 5 point scale is used.

Reliability

For all the items in the questionnaire design the alpha was 0.86 and 0.89. The reliability results show high reliability of the distributed questionnaire. With these results the consistency, dependability and adoptability are confirmed.

Statistical Tools Used

Path analysis was adopted in this study. It is used to know the influence of talent management practices on organizational performance with respect to job performance in NLC.

Analysis and Interpretation

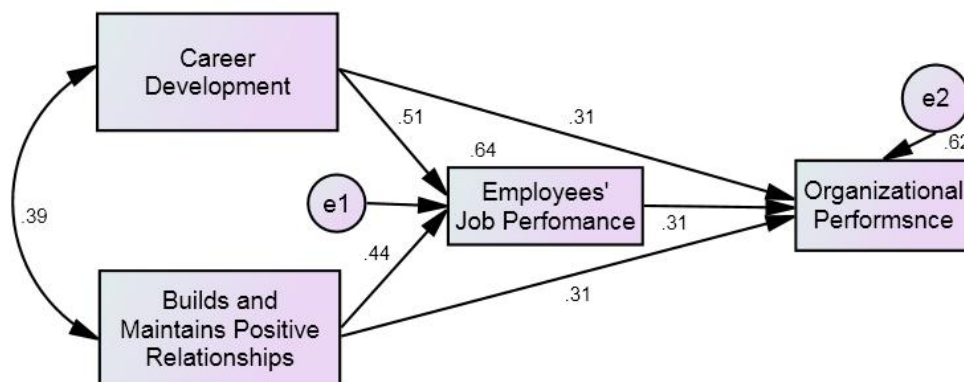


Figure 1: Path analysis of impact of talent management practices on organizational performance

Table 1: Shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016) ¹⁴
Chi-Square	0.654	---
p	0.532	Greater than 0.050
GFI	0.999	Greater than 0.90
AGFI	0.992	Greater than 0.90
CFI	0.999	Greater than 0.90
NFI	0.999	Greater than 0.90
RMS	0.002	Less than 0.080
RMSEA	0.001	Less than 0.080

Source: Primary data

Model Fit Indication From the model fit table, it is identified that the chi-square value was 0.654. The p value was 0.532, which was greater than 5%. The GFI and AGFI scores were larger than 0.90, which was suggested by Saminathan, et al. (2019). The calculated CFI and NFI scores were larger than 0.90, which was suggested by Velaudham and Baskar (2015); Kantiah Alias Deepak and Velaudham (2019). It was also found that RMSEA and RMS values were less than 0.08. The above pointers indicate that it was completely fit, as per Velaudham and Baskar (2016) and Indra, Balaji and Velaudham (2020).

H₀: Career development does not influence on employee job performance.

Through the path analysis, regression weight of the career development over employee job performance shows the critical ratio is 7.084 and the Beta value is 0.514 which is 51.4%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the career development influence on employee job performance.

H₀: Building and maintains positive relationships does not influence on employee job performance.

Through the path analysis, regression weight of the building and maintains positive relationships over employee job performance shows the critical ratio is 6.109 and the Beta value is 0.443 which is 44.3%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the building and maintains positive relationships influence on employee job performance.

Table 2: Regression Weights

DV		IV	Estimate	S.E.	C.R.	B	p
Employee Job Performance	<---	Career Development	.312	.044	7.084	.514	***
Employee Job Performance	<---	Building and Maintains Positive Relationships	.330	.054	6.109	.443	***
Organizational Performance	<---	Career Development	.164	.050	3.255	.309	.001
Organizational Performance	<---	Building and Maintains Positive Relationships	.202	.059	3.446	.311	***
Organizational Performance	<---	Employee Job Performance	.270	.100	2.707	.309	.007

H₀: Career development does not influence on organizational performance.

Through the path analysis, regression weight of the career development over organizational performance shows the critical ratio is 3.255 and the Beta value is 0.309 which is 30.9%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the career development influence on organizational performance.

H₀: Building and maintains positive relationships does not influence on organizational performance.

Through the path analysis, regression weight of the building and maintains positive relationships over organizational performance shows the critical ratio is 3.446 and the Beta value is 0.311 which is 33.1%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the building and maintains positive relationships influence on organizational performance.

H₀: Employee job performance does not influence on organizational performance.

Through the path analysis, regression weight of the employee job performance over organizational performance shows the critical ratio is 2.707 and the Beta value is 0.309 which is 30.9%. The p value 0.007 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the employee job performance influence on organizational performance.

Table 3: Covariance

IV		V	Estimate	S.E.	C.R.	R	p
Building and Maintains Positive Relationships	<-->	Career Development	.359	.110	3.277	0.391	.001

H₀: There is no relationship between career development and building and maintains positive relationships.

Through the path analysis, covariance of the career development and building and maintains positive relationships shows the critical ratio is 3.277 and the R value is 0.391 which is 39.1%. It can be stated that the relationship between career development and building and maintains positive relationships contribute to 39.1%; the p value 0.001 is significant at 1% level lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the relationship between career development and building and maintains positive relationships.

Findings of the study

- There is significant influence of career development on employee job performance.
- There is significant influence of building and maintains on employee job performance.
- There is significant influence of career development on organizational performance.
- There is significant influence of building and maintains positive relationships organizational performance.
- There is significant influence of employee job performance on organizational performance.
- There is relationship between career development and building and maintains positive relationships.

Recommendations of the Study

- Investment in employee development and training continues to be a focus to support strategy in empowering its human talent, so as to enhance their knowledge base and to maximize their potential and performance.
- The NLC seeks to provide rewards and incentives that are highly leveraged to performance and clearly linked to the Group's and individual are results.

Conclusion

The analysis found that influence of independent variables such as career development and building and maintains positive relationships on mediator variable employees' job performance. The analysis also found that influence of career development, building and maintains positive relationships and employees' job performance on organizational performance. Hence, it is concluded that the organization should investment in employee development and training continues to be a focus to support strategy in empowering its talent, so as to improve their knowledge base and to exploit their potential knowledge and performance.

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- 44 Inspira- Journal of Modern Management & Entrepreneurship (JMME), Volume 10, No. 04, October, 2020
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