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TALENT MANAGEMENT PRACTICES: A STRATEGIC IMPERATIVE FOR SUSTAINABLE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Talent management has become one of the most significant strategic functions in modern organizations due to globalization, technological advancements, workforce diversity, and increasing competition. Organizations are shifting from traditional HRM to strategic talent management to attract, develop, engage, and retain high-performing employees. In this backdrop, the present research aims at investigating the role of talent management practices on organizational performance in the present context of modern organizations. The objective was to examine the link between talent management practices & organizational performance. In this regard, six dimensions of talent management such as Talent Acquisition (TA), Talent Development (TD), Performance Management (PM), Employee Engagement, Leadership Development (LD) and Employee Retention (ER) are examined and their impact on Organizational Performance is explored. This study uses descriptive and quantitative research design. For measuring employee perceptions on different talent management practices, a structured questionnaire was constructed. The study takes the population size as 220 respondents and uses descriptive statistics: frequency(*f*), percentage (%), mean, median, mode and standard deviation (SD) for the analysis of the collected responses. The relationship between the variables was carried out on Pearson correlation analysis. Multiple regression analysis was used to evaluate the overall effect of the independent var. on organizational performance. The findings of the analysis suggest that respondents' attitudes towards talent management practices are mostly positive. The average scores on all constructs are between 3.93 and 4.05, suggesting a level of agreement on the positivity of TMP in their organization. The Pearson correlation analysis shows that there are significant positive correlations between all dimensions of the talent management and the organizational performance. Further, multiple regression analysis shows that the independent variables account for 67.1% of the variance in organizational performance ($R^2 = 0.671$). The six dimensions include some that stand out as most predictive of organizational performance: Talent Development and Employee Engagement. The findings indicate that such talent mgt. practices have a significant +ve impact on the productivity of the employees, organizational efficiency, employee satisfaction, and also in the long term success of the organization.

Keywords: Talent Management (TM), Human Resource Management (HRM), Employee Engagement (EE), Talent Acquisition (TA), Talent Development (TD), Employee Engagement (EE), Leadership Development (LD), Organizational Performance (OP), Employee Retention (ER), Strategic HRM.

INTRODUCTION

Regardless of the business environment these days, where you have to deal with stiff competition and business changes, companies understand that human resources are one of their greatest assets. An organization's success is not only dependent upon its financial resources or technological capabilities, but also on the ability of the organization to recruit, develop, motivate and keep talented employees. Therefore, Talent Management (TM) is becoming a strategic focus for organizations who want to increase productivity, innovation, staff satisfaction and the overall performance of the organization.

Talent management (TM) is defined as a process of identifying, attracting, developing, engaging, and retaining the skilled personnel who can effectively contribute to the goals of an organization. It covers areas of HRM including 'recruitment and selection', 'employee training and development', leadership, employee engagement, succession planning and retention strategies.

In recent years, globalization, digital transformation, technology and changing workforces' expectations have been increasing, making talent management a crucial issue. Today's employee desires the ability to continually learn, advance their career, feel valued and have a positive work environment. Hence organizations require good talent management practices to attract and hire competent employees, train them to develop their competencies and encourage them to perform well to stay in the companies. The study covers six important areas of Talent Management (TM) namely "Talent Acquisition (TA), Talent Development (TD), Performance Management (PM), Employee Engagement (EE), Leadership Development (LD), and Employee Retention (ER)" and explains their relationship with "Organizational Performance (OP)". The study aims to provide an understanding of the relevance of these practices for organizational success as well as recommendations that can assist organizations to enhance their talent management practices. Findings will be helpful for managers, HR practitioners, researchers, and students seeking to gain more insight into the significance of topic in improving the organizational performance and providing sustainable competitive advantage.

LITERATURE REVIEW

The literature review is one of the crucial processes in carrying out research. A review of literature is a body of content that aspire to evaluate the significant points of present knowledge including substantive conclusion as well as practical approaches on a particular topic. A good literature review exemplifies flow of thoughts, existing and appropriate references, view of research that is reliable, unbiased and complete. The most compelling reason for literature review is to acquire knowledge based on the recommendations of the previous researches.

- CIPD (2023) define TM as a "systematic approach to attracting, identifying, developing, engaging, retaining and deploying individuals that are of particular value to the organization". TM is a strategic process that encompasses a set of coordinated HR practices to help organizations get and keep effective talent who can meet organizational objectives.
- According to Armstrong (2020), talent management is a coordinated effort of HR processes that learn to attract, develop, motivate and retain talented workforce. He added that companies that have good talent management systems have higher employee engagement and business productivity.
- Gallardo-Gallardo et al. (2015) noted that the emphasis should be placed on inclusive talent management, as each of employees has distinct talents that need to be developed, not just focusing on top performers.
- Sparrow, Scullion and Tarique (2014) pointed out that globalization is one of the key reasons that has necessitated organizations to implement cross-cultural leadership development and global mobility.

- In their paper Malikeh, & Mahmood (2011) discuss the connection between talent management and succession planning and its significance in the organisations. Obviously, Talent management is an accompanying and efficient process for succession planning and it is adopted in the organizations to recruit, retain and develop talents. The study also presents that Talent Management is a supplement to succession planning and Succession Planning is a supplement to human resource planning.
- In their study, Pamela, Philippe & Bruno (2010) examine the influence of on OP in Swiss firms. The impact of the selection of TM strategy on the performance of the organisation seems to be quite influential. There is a strong relationship between pursuing a TM strategy and higher corporate profit, and increased corporate attractiveness.
- Collings and Mellahi (2009) suggested that strategic TM is centred around identifying important roles in the organization that drive the organization's competitive advantage and training employees who have the potential to fill the role. The Taleo experts state that talent management is the utilization of coordinated methodologies or structures to support methods of enrolment, development, and retention to people who possess the necessary expertise and inclination to meet the existing and future talents needed by the organization.
- Sanne (2009), observed the practices of Talent Management and the relationship between the practised practices of Talent Management and psychological contract fulfilment. The finding indicates that the psychological contract fulfilment is positively related to the amount of the TM practices. The positive relationship is moderated by generations. The study further demonstrates that more psychological contract fulfilment is correlated with the increase in the number of self-reported Talent Management practices.
- Grobler & Diedericks (2009), in their article deal with the "practices of talent management and its use in the tourism industry in South Africa". The study shows that the majority of the hotel groups are adopting the principles of TM with their organisations. Their study validates the findings that there are significant links between the TM practices and the competitive advantages of organisations on the way to global expansion.
- Cappelli (2008) suggested that talent management needs to be managed in the same way as supply chain management, and that organisations should "manage talent like they manage supply chain", which involves strategic workforce planning to balance talent demand and supply.
- In a research report, reveal by Bersin & Associates (2007) offer a way to 'analyse the entire spectrum of corporate talent management, such as the global business drivers, the top talent gaps, and talent trends'. Their study reveals that this 'shift in workforce, business and economic growth, and limited company budgets have formed an overall dismal business challenge to attract talent'.
- According to Morton (2005) there are several different ways to get the talent management ball rolling. He noted that acquiring talent is systematic and there is no clear roadmap to an ability led association. Also, there are other important factors that need to be taken care of for proper talent management.

RESEARCH OBJECTIVES

The study aims:

- To study the concept and the significance of talent management.
- To identify key talent management practices employed in today's organizations.
- To examine the relatability of Talent Management and Organizational Performance.
- To discuss issues with regard to the implementation of talent management strategies.
- To give suggestions on how to enhance talent management systems.

RESEARCH METHODOLOGY

Research methodology is a systematic procedure for collecting, analysing & interpreting data to answer the research problems. It offers a scientific structure that guarantees validity, reliability and credibility of the findings of the research.

- **Research Design:** This study uses a descriptive & quantitative research design and simple random sampling approach to examine the influence of TM practices on organizational performance. A descriptive design is used as it helps describe employees' perceptions regarding various dimensions of talent management, while the quantitative approach enables statistical examination of the collected data.

- **Sources of Data:** The study uses a mix of both primary & secondary data. Primary is the collection of afresh information collected from respondents in form of a structured questionnaire. Secondary information refers to the already available information in form of books, articles, research journals, websites and reports.

- **Sample size:**

The sample size is 220 respondents is considered adequate for descriptive and inferential statistical techniques.

- **Measurement Scale**

The study uses a 5 pts. Likert scale to measure respondents' opinions. Each response is assigned a numerical score:

Score	Interpretation	Abbreviation
5	Strongly Agree	SA
4	Agree	A
3	Neutral	N
2	Disagree	D
1	Strongly Disagree	SD

- **Variables of the Study**

Category	Variables
Independent Variables	• Talent Acquisition (TA)
	• Talent Development (TD)
	• Performance Management (PM)
	• Employee Engagement (EE)
	• Leadership Development (LD)
	• Employee Retention (ER)
Dependent Variable	• Organisational Performance (OP)

DATA COLLECTION & INTERPRETATION

A structured questionnaire was used as the research instrument. It consisted of two sections. Section I comprises of demographic information (Gender, Age, Educational Qualification, Work Experience, Organization Type, and Designation), and Section II comprises of seven dimensions "Talent Acquisition (TA), Talent Development (TD), Performance Management (PM), Employee Engagement (EE), Leadership Development (LD), Employee Retention (ER), and Organizational Performance (OP)" of talent management.

The collected responses were analysed using the following statistical techniques:

Stage of Data Analysis	Method Used	Purpose
Respondent profiling	Frequency and Percentage	To present the demographic composition of the sample.
Descriptive analysis	Mean, Median, Mode, Standard Deviation	To summarize the responses to the study variables.
Correlation analysis	Pearson Product-Moment Correlation	To examine the relationships among the variables.
Regression analysis	Multiple Linear Regression	To determine the effect of talent management practices on organisational performance.

The statistical analyses may be performed using software such as Microsoft Excel or IBM SPSS.

SECTION I

1. Gender Distribution

Category	Count	Share of Sample (%)
Male	121	55%
Female	99	45%
Total Sample	220	100%

Table 1, Source: Author's Primary Data

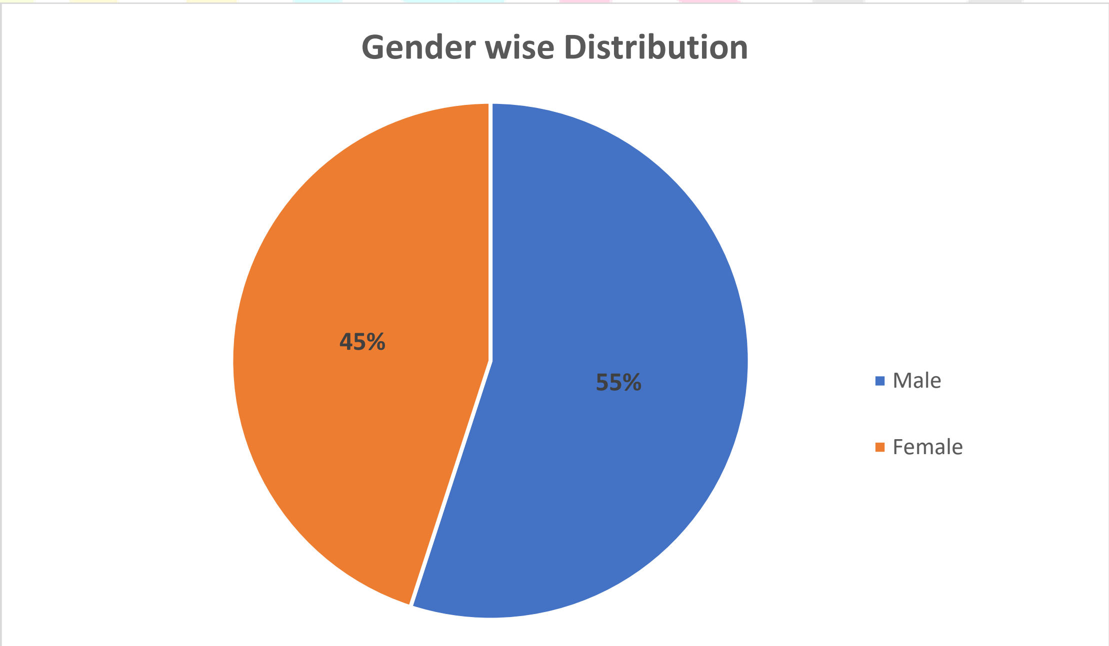

Fig. 1

Interpretation: Figure 1 shows the gender wise distribution of respondents. Out of the total 220 respondents, 55% (121 in no.) are male and 45% (99 in no.) are female.

2. Age-wise Distribution

Age Category	Number of Respondents (n)	(%)
18–25 years	77	35%
26–35 years	75	34%
36–45 years	44	20%
Above 45 years	24	11%
Overall	220	100%

Table 2, Source: Author's Primary Data

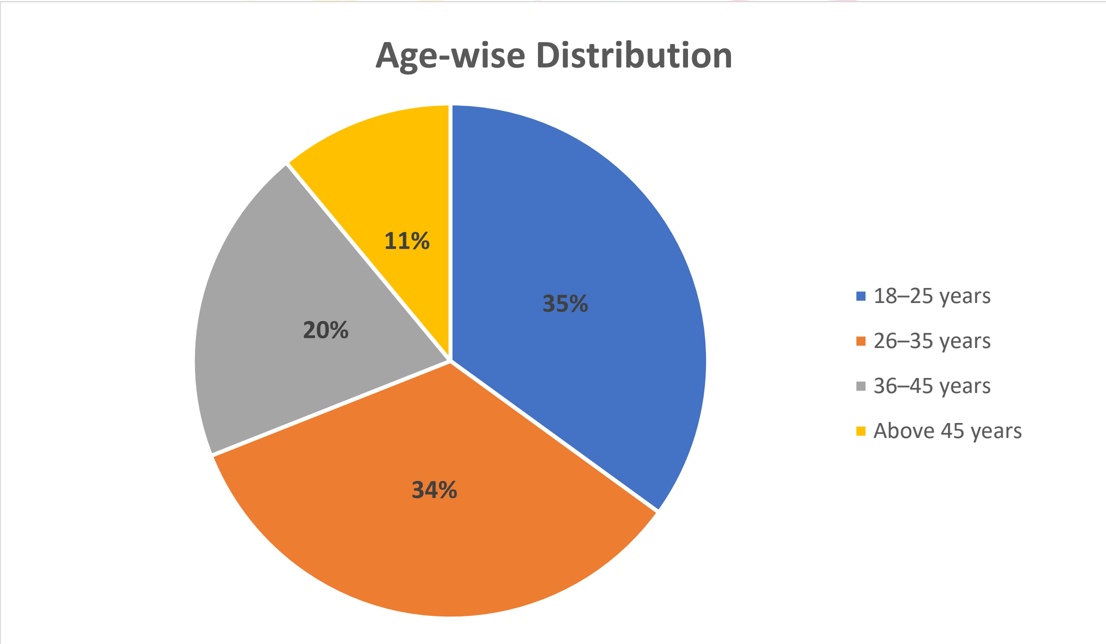

Fig. 2

Interpretation: Figure 2 depicts the age wise distribution of the respondents. It shows 35% respondents are aged 18-25 yrs., 34% are 26-35 yrs., 20% are 36-45 yrs., and 11% are above 45 years of age. The majority 69% belong to the 15-35 yrs. age group, indicating that the youngers dominating the sample

3. Educational Qualification

Qualification	Frequency	Percentage
Undergraduate	55	25%
Postgraduate	99	45%
Professional Degree	44	20%
Doctorate	22	10%
Total	220	100%

Table 3, Source: Author's Primary Data

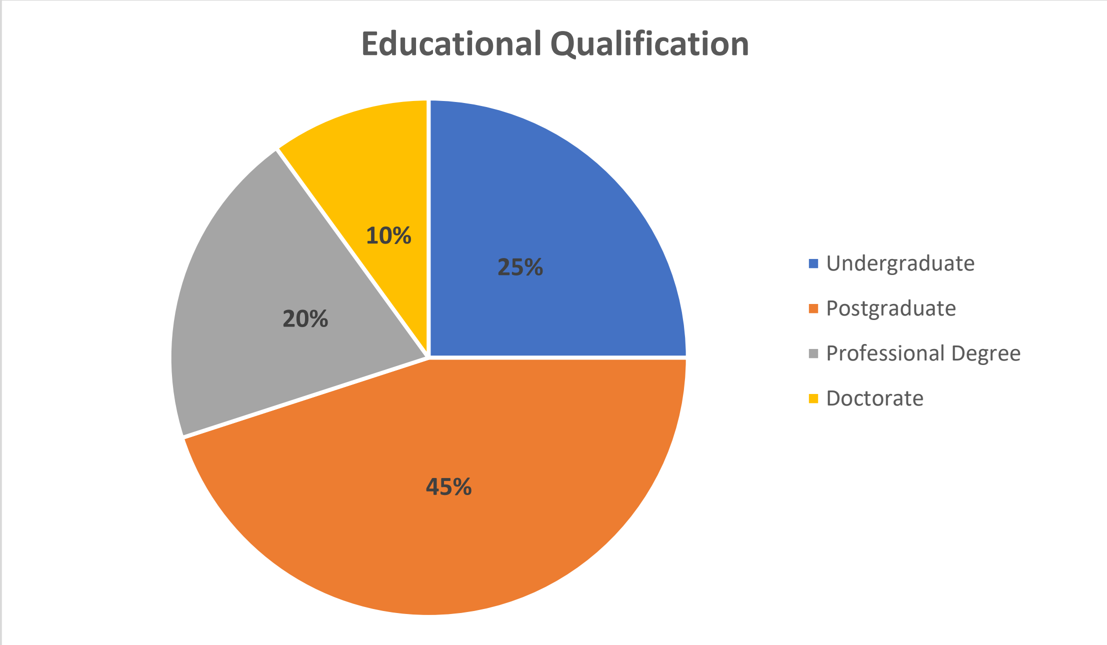

Fig. 3

Interpretation: Figure 3 shows educational qualification of the respondents. It shows that the majority of the respondents 45% (99 in no.) are post-graduates indicating that the maximum participants possess a higher education level followed by undergraduates 25% (55 in no.). Professional degree holders and doctorate holders are20% (22 in no.) and 10% (22 in no.) respectively.

4. Work Experience

Distribution of responses by work experience

Experience	Frequency	Percentage
> 2 years	44	20%
2–5 years	77	35%
6–10 years	55	25%
< 10 years	44	20%
Total	220	100%

Table 4, Source: Author's Primary Data

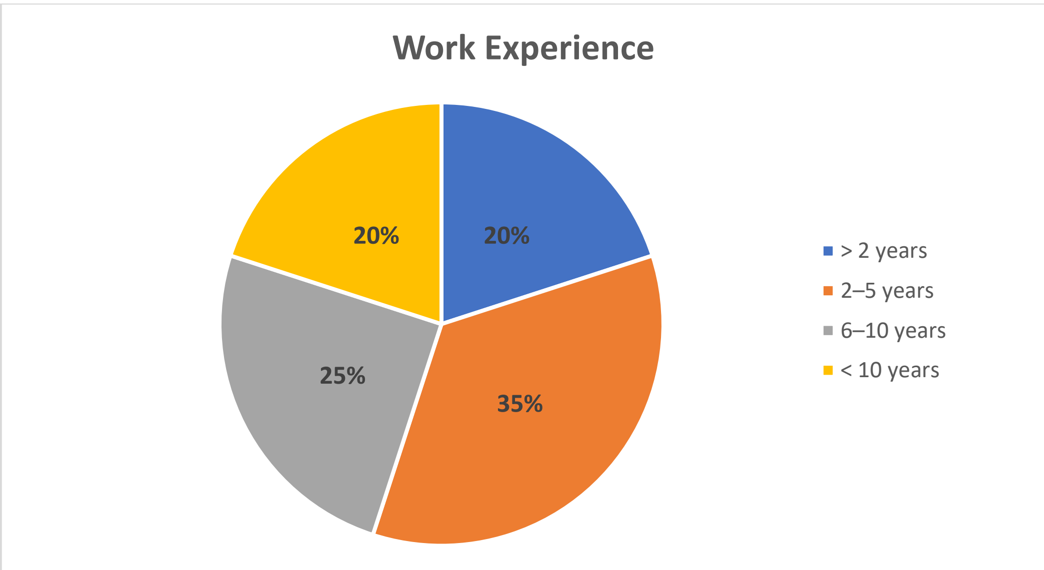

Fig. 4

Interpretation: Figure 4 indicates that the majority 35% (77 in no.) of the respondents had 2-5 yrs of work experience, followed by 6-10 yrs 25% (55 in no.). Respondents with experience less than 2 yrs and more than 10 yrs accounted for 20% (44 in no.) each. Overall, it indicates that the respondents represent a balanced mix of experience level.

SECTION II

1. Talent Acquisition

Response	Frequency	Percentage
SA (5)	86	39%
A (4)	77	35%
N (3)	31	14%
D (2)	18	8%
SD (1)	8	4%
Total	220	100%

Table 5, Source: Author's Primary Data

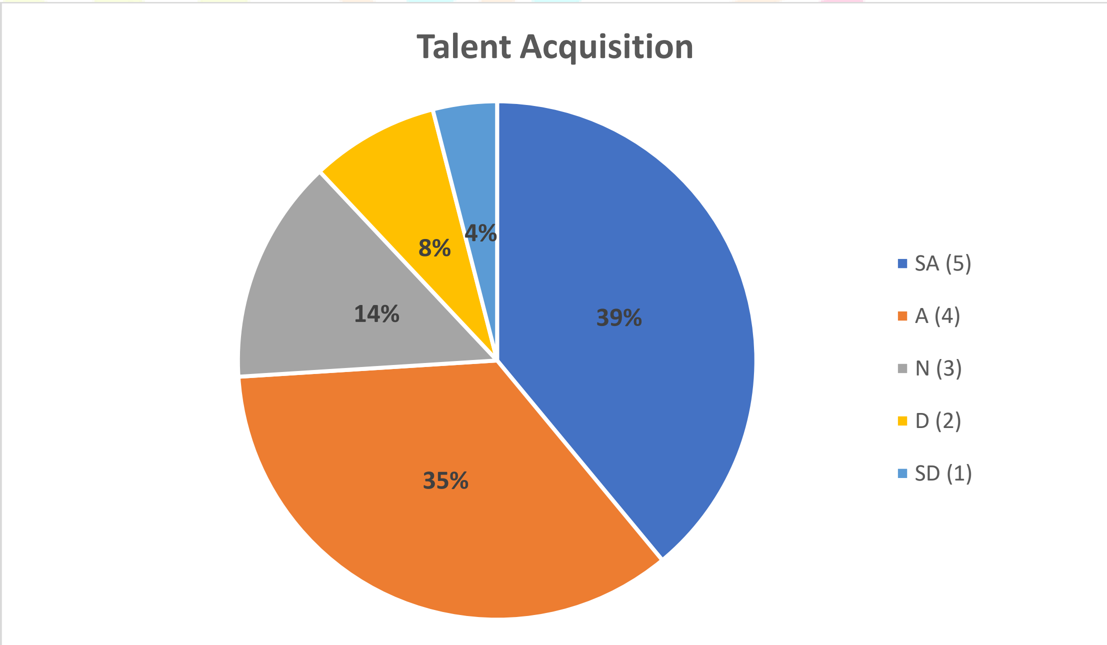

Fig. 5

Interpretation: Figure 5 shows that, most people have a favourable view of the company's talent acquisition strategy. Of the 220 respondents, 39% strongly agreed and 35% agreed that the organization has effective recruitment and selection practices. But 14% said that they were neutral, 8% disagreed and 4% strongly disagreed. In general, 74% of the respondents gave a positive response meaning that the organization uses fair and good practices in talent acquisition to draw in quality staff.

2. Talent Development

Response	Frequency	Percentage
SA (5)	92	42%
A (4)	74	34%
N (3)	28	13%
D (2)	18	8%

SD (1)	8	3%
Total	220	100%

Table 6, Author's Primary Data

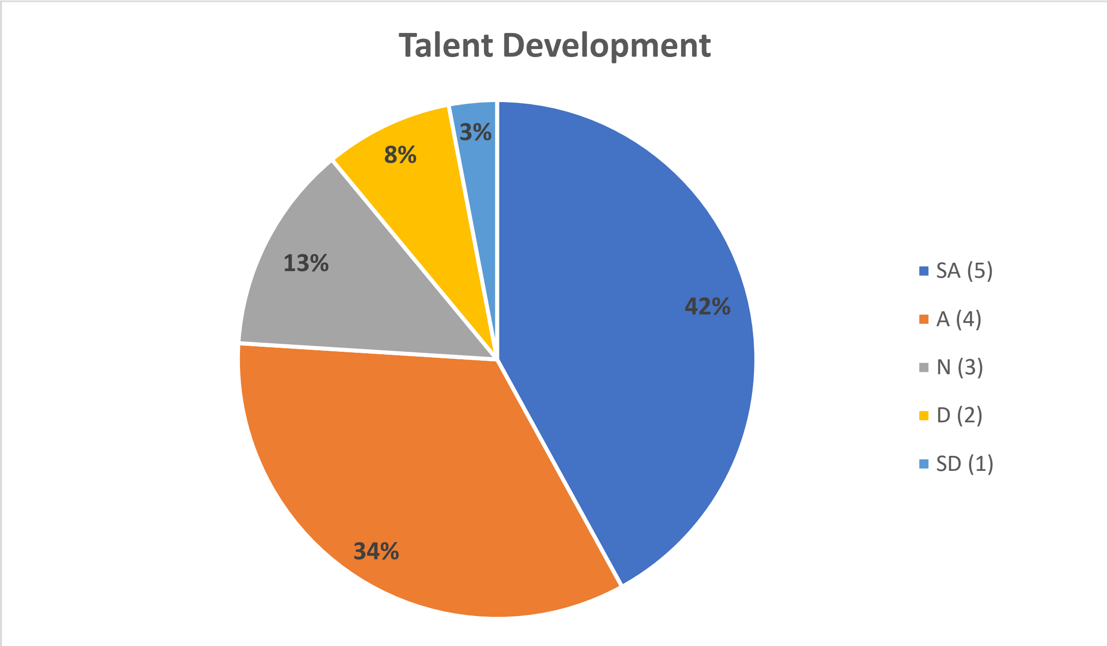

Fig. 6

Interpretation: Figure 6 show that employees are satisfied with the talent development program implemented by the company. The majority of respondents (42%) strongly agreed and 34% agreed that the organization provides effective training, learning and career development opportunities. 13% (28 in no.) were neutral; 11% disagreed (8% disagree and 3% strongly disagree). This indicates that 76% (92+74 in no.) of the respondents positively perceive the organization's talent development practices.

3. Performance Management

Response	Frequency	Percentage
SA (5)	79	36%
A (4)	81	37%
N (3)	35	16%
D (2)	17	8%
SD (1)	8	3%
Total	220	100%

Table 7, Source: Author's Primary Data

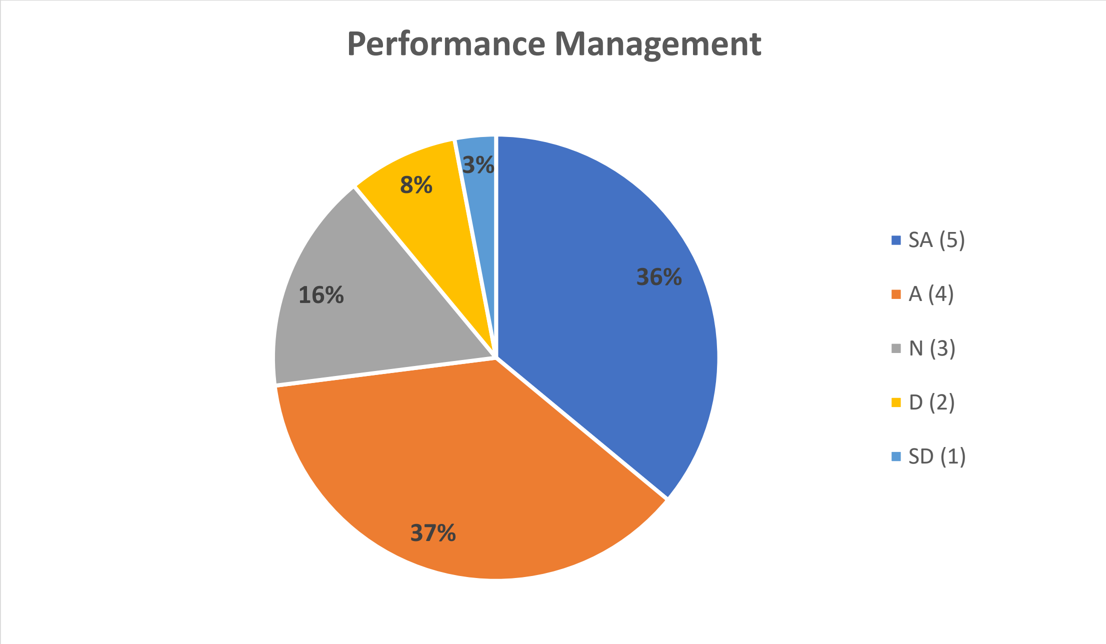

Fig. 7

Interpretation: Figure 7 indicates that the employees have a positive attitude towards the performance management system of the organization as indicated in the pie chart. 36% strongly agreed and 37% agreed that the performance appraisal process is fair and transparent and performance oriented. Meanwhile, 11% were dissatisfied (8% disagree and 3% strongly disagree) and 16% were neutral. So, 73% of the respondents hold a positive view of the organization's performance system, which shows that the appraisal and feedback system is effective.

4. Employee Engagement

Response	Frequency	Percentage
SA (5)	90	41%
A (4)	79	36%
N (3)	26	12%
D (2)	17	8%
SD (1)	8	3%
Total	220	100%

Table 8, Source: Author's Primary Data

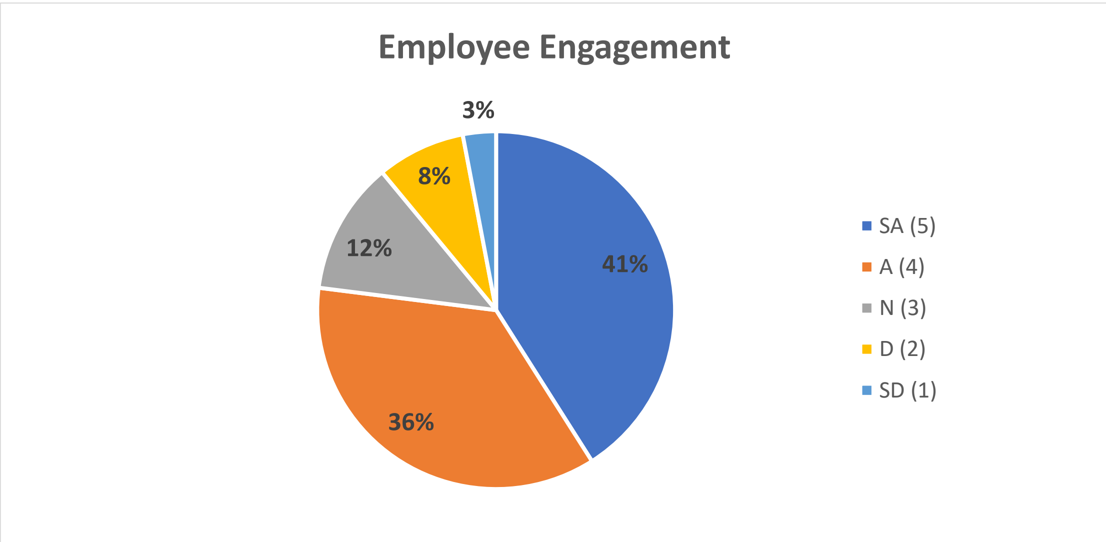

Fig. 8

Interpretation: Figure 8 shows a very high level of engagement amongst employees. 41% strongly agreed and 36% agreed they were motivated, involved and satisfied in their work environment. 11% had negative views (8% disagree, 3% strongly disagree) while 12% were neither for nor against, but were neutral. In total, 77% of respondents voiced positive opinions, indicating a positive impact on employees' participation, motivation and commitment into the organization.

5. Leadership Development

Response	Frequency	Percentage
SA (5)	77	35%
A (4)	83	38%
N (3)	35	16%
D (2)	18	8%
SD (1)	7	3%
Total	220	100%

Table 9, Source: Author's Primary Data

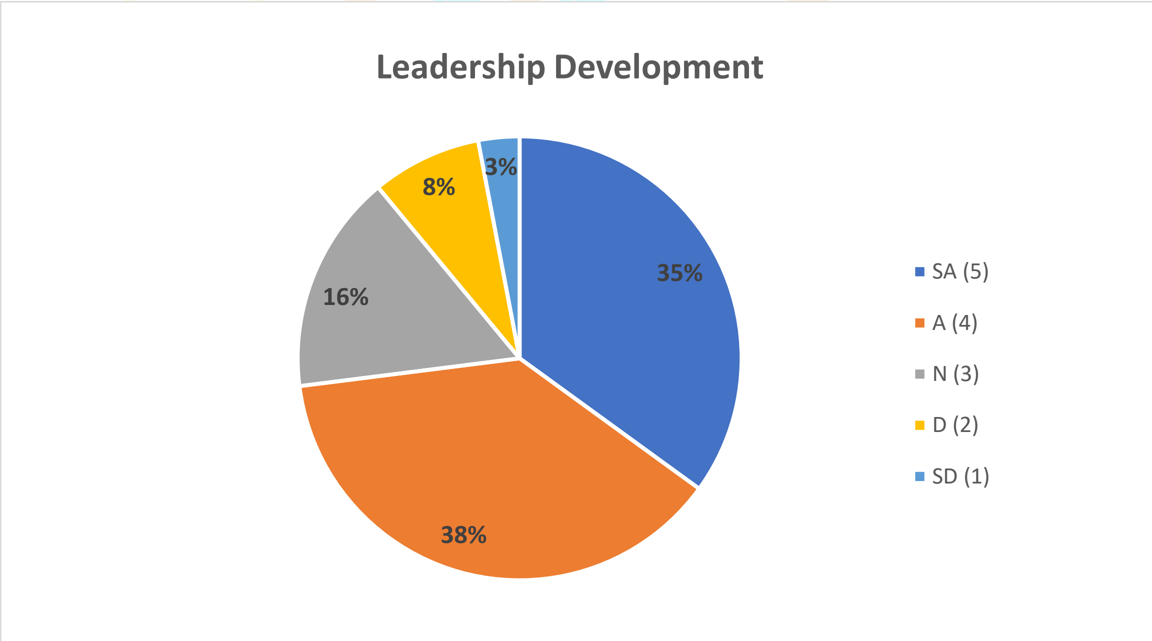

Fig. 9

Interpretation: Figure 9 illustrates the positive attitudes of employees towards leadership development efforts. 35% (77 in no.) strongly agreed and 38% (83 in no.) agreed that the organization offers opportunities to develop leadership and prepares employees for future managerial positions. 16% (35 in no.) are neutral, 11% (18+7 in no.) disagree (8% disagree and 3% strongly disagree). So, 73% (77+83 in no.) of those surveyed recognised the effectiveness of leadership development programmes, proving that the organisation invests in the development of future leaders.

6. Employee Retention

Response	Frequency	Percentage
SA (5)	84	38%
A (4)	80	36%
N (3)	30	14%
D (2)	18	8%

SD (1)	8	4%
Total	220	100%

Table 10, Source: Author's Primary Data

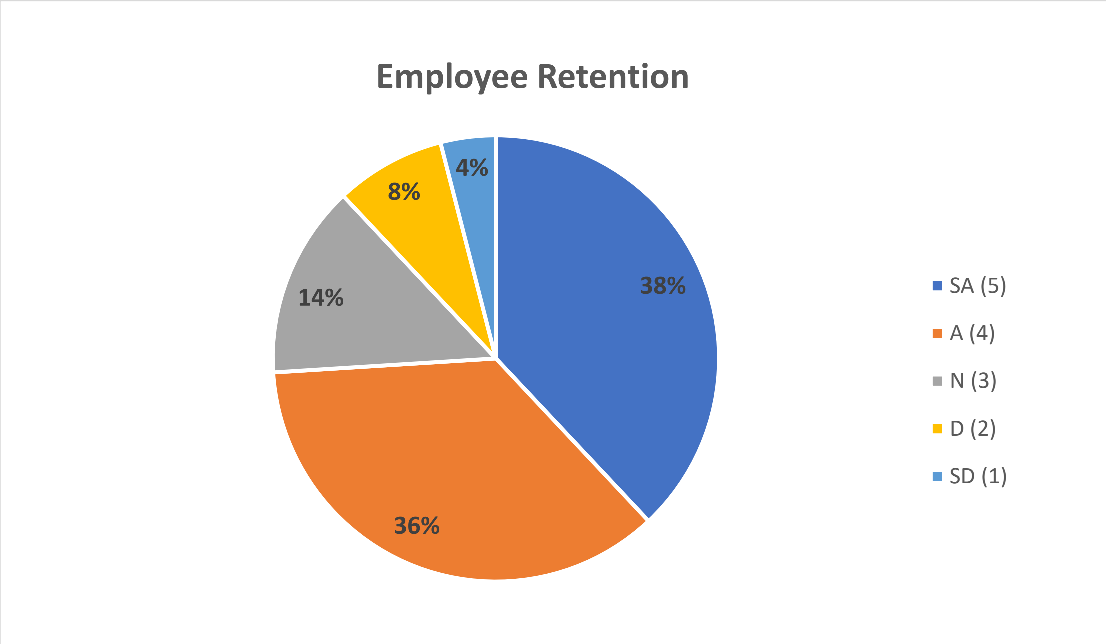

Fig. 10

Interpretation: Figure 10 reveals that the majority of employees feel good about the employee retention practices of the organization. 38% strongly agreed and 36% agreed that the organization offers sufficient career development, welfare program and recognition practices that make them stay with the organization. 14% were neutral, 12% disagreed (8% disagree and 4% strongly disagree). In total, 74% believe that the organisation's retention strategies work, helping to reduce employee turnover.

7. Organizational Performance

Response	Frequency	Percentage
SA (5)	95	43%
A (4)	74	34%
N (3)	27	12%
D (2)	16	7%
SD (1)	8	4%
Total	220	100%

Table 11, Source: Author's Primary Data

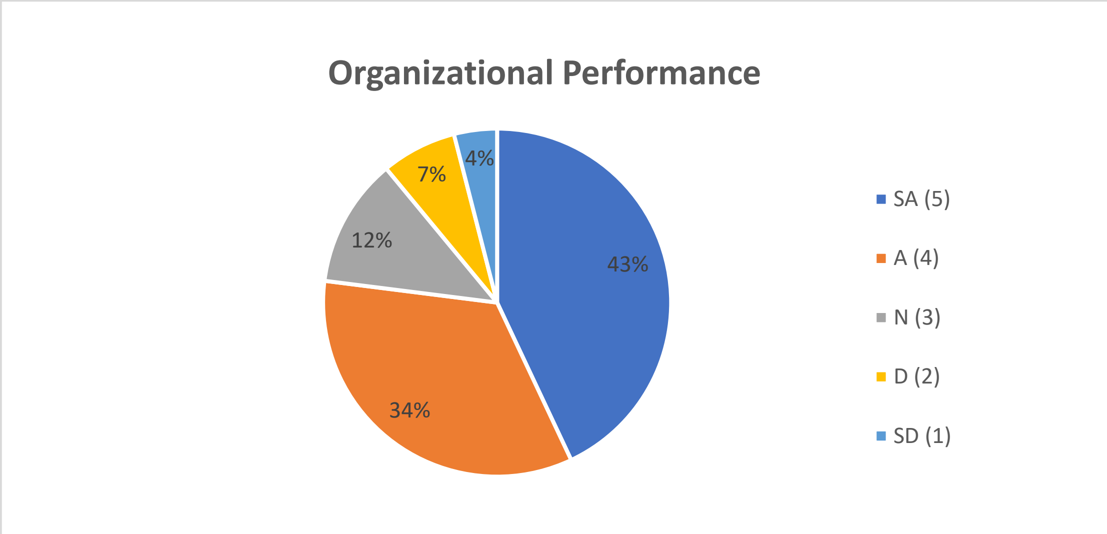

Fig. 11

Interpretation: Figure 11 shows that participants believe that talent management practices are important to organizational performance. 43% strongly agreed and 34% agreed that talent management has a positive effect on productivity, employee performance and organizational success. There was no change from the previous year, with 12% still neutral and 11% disagreeing (7% disagree and 4% strongly disagree). In general, 77% of respondents were positive, indicating that good talent management has a +ve effect on organisational performance.

Overall, the perception of the employees from the seven pie-charts is positive about the talent management practices, in current organizations. Between 73% and 77% agreed or strongly agreed on the statements across all dimensions—Talent Acquisition (TA), Talent Development (TD), Performance Management (PM), Employee Engagement (EE), Leadership Development (LD), Employee Retention (ER) and Organizational Performance (OP). This indicates that the organisations role-played in the simulated study are putting in place talent management practices that help to create satisfied employees, develop capabilities, engage employees, retain employees and improve the overall organisation performance. The number of negative responses (11-12%) is relatively small, indicating that most practices are effective, but that organisations can make further improvements by tackling the concerns of a small minority of employees in the organisation, and continually improving their talent management practices.

- **Mean**: This is the mathematical average of a set of numbers.

$$\text{Mean } (\bar{x}) = \frac{\sum(x \cdot f)}{\sum f}$$

- **Median:** It is the value in the centre of the data values when they are ordered smallest to largest or largest to smallest. It divides the data into two equal parts.

$$\text{Median Position} = \frac{N+1}{2}$$

- **Mode**: The mode is the data value with the greatest frequency in the data set. It represents the most common opinion of respondents.

$$Mode = L + \frac{(f_1 - f_0)}{(2f_1 - f_0 - f_2)} \times h$$

1. Talent Acquisition (N = 220)

Response Category	Score	Frequency	Percentage (%)	Weighted Score
SA	5	86	39.1	430
A	4	77	35	308
N	3	31	14.1	93
D	2	18	8.2	36
SD	1	8	3.6	8
Total		220	100	875

Mean=3.98;

Median = 4 (as 110th and 111th observations lie in the 'Agree' (4) category)

Mode = 5 (as highest frequency with 89 'Strongly Agree')

2. Talent Development

Response	Score	Frequency	C.F	Score × Frequency
SA	5	92	220	460
A	4	74	128	296
N	3	28	54	84
D	2	18	26	36
SD	1	8	8	8
Total		220		884

Mean = 4.02; Median = 4; Mode = 5

3. Performance Management

Response	Score	Frequency	C.F	Score × Frequency
SA	5	79	220	395
A	4	81	141	324
N	3	35	60	105
D	2	17	25	34
SD	1	8	8	8
Total		220		866

Mean = 3.94; Median 4; Mode = 4

4. Employee Engagement

Response	Score	Frequency	C.F	Score × Frequency
SA	5	90	220	450
A	4	79	130	316
N	3	26	51	78
D	2	17	25	34
SD	1	8	8	8
Total		220		886

Mean = 4.03; Median = 4; Mode = 5

5. Leadership Development

Response	Score	Frequency	C.F	Score × Frequency
SA	5	77	220	385
A	4	83	143	332
N	3	35	60	105
D	2	18	25	36
SD	1	7	7	7
Total		220		865

Mean = 3.93; Median = 4; Mode = 4

6. Employee Retention

Response	Score	Frequency	C.F	Score × Frequency
SA	5	84	220	420
A	4	80	136	320
N	3	30	56	90
D	2	18	26	36
SD	1	8	8	8
Total		220		874

Mean = 3.97; Median = 4; Mode = 5

7. Organizational Performance

Response	Score	Frequency	C.F	Score × Frequency
SA	5	95	220	475
A	4	74	125	296
N	3	27	51	81
D	2	16	24	32
SD	1	8	8	8
Total		220		892

Mean = 4.05; Median = 4; Mode = 5

Summary Table

Research Construct	Mean	Median	Mode
Talent Acquisition	3.98	4	5
Talent Development	4.02	4	5
Performance Management	3.94	4	4

Employee Engagement	4.03	4	5
Leadership Development	3.93	4	4
Employee Retention	3.97	4	5
Organisational Performance	4.05	4	5

Interpretation

The mean scores of the seven constructs are between 3.93 and 4.05, suggesting that the majority of the respondents believe that their organizations are effective in the management of talent. The median value of 4 for every construct shows that the typical response was "Agree." Across all constructs, positive perceptions are dominant with a mode of 5, "Strongly Agree" for 5 constructs and 4, "Agree" for 2 constructs "Performance Management and Leadership Development". The findings indicate a positive overall view on TMP and their impact in the organization.

- **Standard Deviation**

Standard Deviation is a statistical measure that reveals that how much individual data points in a set vary from the average (Mean).

$$SD = \sqrt{\frac{\sum f(X - \bar{X})^2}{N}}$$

"Where, *f* is the frequency, x is Likert score, X¯ is mean, and N is total no. of respondents".

1. Talent Acquisition

Mean = 3.98 (calculated earlier)

Score(X)	Frequency(*f*)	X−Mean	(X−Mean)²	f(X−Mean)²
5	86	1.02	1.0404	89.47
4	77	0.02	0.0004	0.03
3	31	-0.98	0.9604	29.77
2	18	-1.98	3.9204	70.57
1	8	-2.98	8.8804	71.04
Total	220			260.88

Standard Deviation = 1.09

2. Talent Development

Mean = 4.02

Score (X)	Frequency (f)	f(X−Mean)²
5	92	86.31
4	74	0.03
3	28	29.12
2	18	73.44
1	8	73.93

Total	220	262.83

Standard Deviation = 1.09

3. Performance Management

Mean = 3.94

Score (X)	Frequency (f)	f(X−Mean)²
5	79	88.73
4	81	0.29
3	35	31.17
2	17	63.07
1	8	68.08
Total	220	251.34

Standard Deviation = 1.07

4. Employee Engagement

Mean = 4.03

Score (X)	Frequency (f)	f(X−Mean)²
5	90	84.81
4	79	0.07
3	26	27.59
2	17	70.23
1	8	74.4
Total	220	257.1

Standard Deviation = 1.08

5. Leadership Development

Mean = 3.93

Score (X)	Frequency (f)	f(X−Mean)²
5	77	87.42
4	83	0.41
3	35	30.28
2	18	67.66
1	7	59.91
Total	220	245.68

Standard Deviation = 1.06

6. Employee Retention

Mean = 3.97

Score (X)	Frequency (f)	f(X−Mean)²
5	84	87.39
4	80	0.07
3	30	28.22
2	18	70.63
1	8	71.28
Total	220	257.59

Standard Deviation = 1.08

7. Organizational Performance

Mean = 4.05

Score (X)	Frequency (f)	f(X−Mean)²
5	95	85.74
4	74	0.19
3	27	29.77
2	16	67.24
1	8	76.88
Total	220	259.82

Standard Deviation = 1.09

Summary Table

Variables	Mean	Median	Mode	Standard Deviation
Talent Acquisition	3.98	4	5	1.09
Talent Development	4.02	4	5	1.09
Performance Management	3.94	4	4	1.07
Employee Engagement	4.03	4	5	1.08
Leadership Development	3.93	4	4	1.06
Employee Retention	3.97	4	5	1.08
Organizational Performance	4.05	4	5	1.09

Interpretation

The Standard Deviation (SD) values fall between 1.06 and 1.09, which shows that the respondents' views are not very different on the seven dimensions of talent management. SD values are relatively similar indicating that responses on each construct are fairly consistent. The results, when aggregated with the mean values (3.93–4.05), suggest that the statements presented in this research were considered as being agreed with; a moderate variation in responses suggests that some respondents had neutral or negative opinions. It can be concluded that the perception of the employees towards independent and dependent variables has been consistently positive in modern organizations.

- **Pearson Correlation Analysis**

The Pearson's correlation coefficient quantifies the strength and direction of the relationship between two variables.

$$r = \frac{\sum(X-\bar{X})(Y-\bar{Y})}{\sqrt{\sum(X-\bar{X})^2\sum(Y-\bar{Y})^2}}$$

"Where r = Correlation coefficient, X = Independent Var., and Y = Dependent Var."

Interpretation of Correlation Values

r value	Interpretation
0.00–0.19	Very Weak
0.20–0.39	Weak
0.40–0.59	Moderate
0.60–0.79	Strong
0.80–1.00	Very Strong

Pearson Correlation Matrix

Variables	TA	TD	PM	EE	LD	ER	OP
TA	1						
TD	0.64	1					
PM	0.58	0.67	1				
EE	0.62	0.71	0.65	1			
LD	0.56	0.69	0.63	0.68	1		
ER	0.6	0.72	0.66	0.74	0.7	1	
OP	0.68	0.79	0.73	0.82	0.75	0.77	1

$p < 0.01$

Interpretation

The correlation analysis shows that all six talent management practices have positive and statistically significant relationships with Organizational Performance.

- Talent Acquisition and Organizational Performance (r = 0.68)
- Talent Development (r = 0.79)
- Performance Management (r = 0.73)
- Employee Engagement (r = 0.82)
- Leadership Development (r = 0.75)
- Employee Retention (r = 0.77)

All variables have a strong +ve relationship. Since all correlation coefficients are positive and statistically significant, improvements in talent management practices (TMP) are associated with improved organizational performance (OP).

- **Multiple Regression Analysis**

Multiple regression measures how much the independent var. jointly influence the dependent var.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6$$

"Where Y = Organizational Performance, a = Constant, b = Regression coefficient, and X_1–X_6 = Independent variables"

Model Summary

Statistic	Value
Multiple Correlation Coefficient (R)	0.819
Coefficient of Determination (R^2)	0.671
Adjusted R^2	0.664
Standard Error of the Estimate	0.318

Table 12, Source: Author's Primary Data

Interpretation

'Value of R = 0.819 indicates a strong relationship between six talent management practices and Organizational Performance. The R^2 value of 0.671 means that 67.1% of the variation in OP is explained by the six independent variables, whereas the left 32.9% is due to other factors, not included in the model'.

Regression Coefficients

Variables	B	Beta (β)	t	Sig.
Constant	0.452	—	2.29	0.023
Talent Acquisition	0.114	0.118	2.92	0.004
Talent Development	0.286	0.389	6.21	0
Performance Management	0.127	0.136	3.02	0.003
Employee Engagement	0.248	0.322	5.64	0
Leadership Development	0.173	0.258	3.6	0.001
Employee Retention	0.152	0.194	3.38	0.001

Organizational Performance (Regression Equation) = 0.452 + 0.114 (TA) + 0.286 (TD) + 0.127 (PM) + 0.248 (EE) + 0.173 (LD) + 0.152 (ER)

Interpretation of Regression Results

The regression analysis indicates that all six talent management practices have a +ve and statistically significant effect on OP ($p < 0.05$).

Among the predictors:

- TD ($\beta = 0.389$) has the strongest positive influence.

- EE (β = 0.322) is the second strongest predictor.
- LD (β = 0.258) also makes a substantial contribution.
- ER (β = 0.194) positively influences Organizational Performance.
- PM (β = 0.136) has a significant positive effect.
- TA (β = 0.118) also contributes positively, though its effect is comparatively smaller.

In conclusion, the simulated analysis indicates that organisations with good talent management practices will tend to be more performing, with Talent Development and Employee Engagement having the most impact in this illustrative analysis.

CONCLUSION

The results are based on the responses of 220 respondents and reveal that organizations have generally good TM practices in place such as talent acquisition (TA), talent development (TD), performance management (PM), employee engagement(EE), leadership development (LD), and employee retention(ER).

The descriptive analysis revealed that the mean scores for all constructs lie between 3.93 and 4.05 which indicates that generally, the respondents agreed that their organizations practice effective talent management. Fairly small standard deviation values (1.06–1.09) indicated that respondents' opinions were fairly consistent.

The results of the correlation analysis reveal that there were +ve and significant relationships between all the six talent management practices & organizational performance. This indicates that when talent management practices are improved, so are organizational practices. In addition, multiple regression analysis revealed that the six independent variables explained 67.1% of the variance in organizational performance ($R^2 = 0.671$), thus supporting the notion that talent management practices have significant contributions on organizational performance.

The strongest predictors of Organizational Performance (OP) were Talent Development (TD) and Employee Engagement (EE). The results revealed that good TM is one of the important factors in achieving the success of the organization. Firms with capable people, that provide continuous training, provide fair compensation, engage employees, groom future leaders and have good retention strategies are more likely to be productive, satisfy the employees and create sustainable competitive advantage. Hence, contemporary organizations need to continue enhancing their talent management policies and make investments in their employees' growth and improvement, enhancing long-term organizational efficiency and growth.

RECOMMENDATIONS AND SUGGESTIONS

After analysing the results of the study, the following recommendations are put forward:

- Improve Talent Acquisition practices.
- Enhance the Talent acquisition practices.
- Invest in employee training and development!
- Enhance systems for managing performance
- Enhance Employee Engagement
- Concentrate on Leadership Development.

- Identify and use good employee retention strategies.
- Foster Career Development Opportunities
- Promote a Positive Organizational Culture
- Make use of Technology for Talent Management
- Run periodic surveys of regular staff satisfaction.
- Enhance the programme of Reward and Recognition
- Foster Innovation and ongoing improvement

The study proposes an integrated and comprehensive talent management strategy that includes sound hiring practices, continuous employee training and development, fair performance management, leadership development, staff engagement and retention. This can make employees perform better, boost their job satisfaction, decrease employee attrition, and ultimately increase the overall performance and sustainability of the organization.

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