



Effect Of Talent Management Practices On Employees Job Satisfaction Among Higher Educational Institutional At Virudunagar District Tamil Nadu

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ABSTRACT

The paper aims at understanding the talent management practices followed in higher educational institutions and how it influences the job satisfaction of employees with special reference in Virudunagar District, Tamil Nadu. Human capital plays a very important role and hence the present study aims at applying the talent management practice and measure the job performance of them. The study also attempts to analyze the various factors contributing to job performance. A well – structured questionnaire measures the responses and majority of the respondents are star performers. The Questionnaire has been validated to examine the relationship between various factors. The results elucidate that providing good working condition to the employees, giving full autonomy to the employees, encouraging employees to participate in discussions, arranging need based trainings to employees, giving the rewards and good recognition for employees, adopting fair and effective performance appraisal method for employees and providing feedback to employees on their satisfaction are main talent management practices adopted by higher education institutions. Significant difference is there among talent management practices in this sector and socio-economic profile of employees. Performance of employees is positively, moderately and significantly related with the talent management practices. Therefore, higher educational institute should give adequate salary and perks to employees and they must have flexible working hours for employees. And also should give due respect to emotions and feelings of employees.

Key Words: Talent Management and talent Development, Talent attraction ,Higher Educational Institutions and Employee Performance.

1. INTRODUCTION

Talent management practices constitute the most prominent element in the higher education institutions which helps for its smooth functioning. The success of the institutions depends upon how effectively the positions are managed with talented human resources. The term 'talent' refers to the skill, proficiency or capability of a person who occupies the position in a particular area. In this context, the term talent management simply refers to managing the 'talent' in an organization (Barring, et. al., 1996). The term talent management has become manifested in 1990's to integrate the advancement in managing human resources. HR administrators or departments handle the functions of talent management to build up a visible horizon for the future success (Arporn, 2008).

Employees are the most valuable resources in the higher education institutions. Employees are an organization's most valuable resource. Talent management can be defined as the process of recruiting for, training, managing, developing, evaluating, and retaining this most valuable resource. In today's competitive environment, effective talent management is one of the most significant factors influencing an organization's ability to succeed and expand (Baron and Kreps, 1999). In this highly competitive market, it has become critical

for enterprises to ensure that their talent management activities are aligned with their overall objectives. They should also create a culture in which talented individuals are provided with numerous professional development options in order for them to perform at their highest levels (Guer, et. al., 2012). It is only the talent that adds to the productivity of the business, as they are responsible for generating revenues by adding value to their clients' experiences. As a result, given that the success and performance of any educational institution is based on how well the institution management manages and retains its talent pool, appropriate measures should be taken to implement the best talent management practices available in the industry, which will assist the organisation in obtaining an advantage over its competitors and, more importantly, in ensuring that the organisation is consistently one step ahead of its competitors (Deisi Patriota, 2000). Talent has always been defined as the ability to create works that are unique and innovative, rather than simply the ability to complete a task efficiently; it also includes the diligence and development of skills and abilities over a person's lifetime (Chris Smith Selby, et. al., 2008).

Talent management has been defined as the execution of coordinated systems that are executed to improve and support the performance of an organisation by further developing methodologies for enlisting, retaining, creating, and benefiting from people who have the fundamental capabilities and abilities to meet current and future business requirements (Glen and Clayton 2006). Talent management is considered to be a component of human resource management methodologies. Employers can improve their overall productivity, performance, as well as increase their profits and revenues by implementing an essential talent management strategy (Arporn, 2008).

2. The Influence of Talent Management

In the ever changing and globally competitive market that is the information technology sector, talent management is critical. Thus, the information technology industry has developed a variety of talent management methods. When it comes to this profession, attracting and retaining high-quality personnel is a never-ending task in talent management, in addition to expanding their talents, and consistently inspiring them to enhance their performances (Sheehan, 2001). To achieve a competitive edge, talent management in the information technology sector focuses on the following areas:

Companies may remain competitive by investing in and growing their employees' abilities. As a result, organizations become stronger and more prepared to deal with new skills and changes. When a company has top professionals on its team, it can achieve any goal. When three critical components such as speedy talent allocation, smart human resource management, and a great employee experience are combined, talent management becomes the most successful instrument. Companies will be able to establish the productive teams if they have an effective talent management plan in place. This is more important than simply having a group of people that are creative and skilled working in the institution.

Effective talent management helps modern firms to build strong employer branding. This assists the organisation in attracting the most qualified candidates for future recruitment. Institutions that have inspiring talent in their ranks will inspire and assist their other employees in their personal and professional development. Employee turnover is reduced as a result of talent management in information technology companies. Employees are less inclined to quit for other organizations to pursue other chances when they feel valued at a company and know they will have plenty of opportunities to grow within it (Balanga Gurnathan and Vijayalakshmi, 2012).

3. Background of the Study

The total measure of intrinsic capacities, procured information, and skills addressed by the aptitudes and skills of an organization's workers is collectively called as human asset. To achieve individual and hierarchical objectives, HR ought to be taken advantage of to the furthest reaches possible (Batt Rosemary, et. al., 2011). The sum and nature of an employee within an organization are straightforwardly connected to its exhibition and creation. The essential objective of talent management is to get ready associations for the future by planning and developing human resources to address the deficiencies of numerous potential abilities they might experience (Dmirtry Kucherov and Elena Zavyaloka, 2012).

In today's highly competitive and dynamic business world, it is extremely difficult for a company to prosper and subsequently maintain its position. Competitors can mimic any product, service, business strategy, or even marketing campaign, thus talent management becomes critical. Because business leaders and shareholders realize the link between maintaining the finest personnel and attaining the best performance, the way an organisation manages its talent can be a turning point for the firm (Brijesh Kishor and Sushmitajha, 2012).

Nowadays, human resources are the most significant resources of all type of organizations and the successful existence and sustainability of organizations are highly depending on human capital (Axehod, 2002). Each and every organization is investing considerably to acquire and develop human resources for their success by exploring and utilizing skills and talents of employees (Desisi Patriota, 2000). Talent management practices are largely focusing on identifying talents and recruiting them in the correct jobs and in the correct time that lead to higher level of performance and profit for organization. In order to attain the goals of organizations, they are adopting many effective talent management practices for their employees because

they are significantly affecting performance of organizations and employees. Talent management practices are practices that are adopted for attracting, identifying, developing, engaging or retaining of employees having higher potential and talents that they are adding or creating values to the organizations (Guer, et. al., 2012). Talent management practices are involving in generating creative thinking, adopting innovative methods, improving problem solving and analytical capabilities and developing exclusive qualities of employees that are respected and acknowledged for safeguarding values of employees and enhancing their performance (Thota, 2013). Talent management practices are also improving the performance and competitiveness of organizations and helping for retaining of talented employees with the organizations. The efficient management of talented pool of employees needs the organization to adopt effective strategies and approaches varying from recognizing changes in work culture to succession plan for employees (Rana, 2017). Talent management practices are attracted employees towards organizations that generate a better brand name and image for keeping their talented and skill full employees and it also creates good relation with customers and other stakeholders and it is largely contributing to sustainability of organizations. With this background, an attempt is made to study talent management practices and employee performance of in higher education institute.

4. Review of Literature

Tiwari and Shrivastava (2013) concluded that good working condition, work culture, training and development, career progression, autonomy and power, rewards and recognition were talent management practices adopted for employees and they had positive impact on performance of organizations and job satisfaction of employees.

Dhanabhakym and Kokilambal (2014) revealed that attraction and selection, work scheduling, training and development, learning, building of team, performance assessment and feed back, retention and succession planning were important talent management practices followed in industrial organizations.

.Sangeetha and Raja karthikeyan(2016) indicated that clear job description, selection, training and development, attractive packages, autonomy, mentoring, performance assessment and feedback were talent management practices adopted by IT companies.

Pasha and Ahmed (2017) found that work planning and scheduling, training, rewards and recognition, learning and development, improving competency and providing good culture were talent management practices in IT sector and they were influencing productivity of employees and performance of IT companies. Banu and Rao (2018) concluded that talent attraction, talent selection, learning, career development talent retention and talent succession were talent management practices in IT companies and they were affecting their performance significantly.

Awasthi and Kumar (2021) indicated that talent management practices were adopted to find gap in talent, planning of goals, development of strategies and assessment of performance of organization and talent management practices were significantly associated with engagement and retention of employees.

5. Research Gap

The researcher seeks to fill the gaps in the studies of talent management practices by using additional performance metrics other than talent attraction, such as workforce planning, leadership development and motivation, to determine the relationship between talent management practices and employees job performance. Previous studies went into great detail about the talent management practices that different IT firms thought were crucial, however, they did not go into detail about how these practices improved organisational performance. Also, the majority of studies analyzing the link between talent management approaches and job performance have been undertaken in other countries and other industries. Hence the researcher seeks to fill these gaps by doing the study on selected IT industry in Chennai.

6. Statement of the Problem

It is more important in the higher education institute to place the right individual in the appropriate position. When people do jobs that do not suit their preferences, inclinations or temperament will be catastrophically apparent, rather than pointing the factors that are lacking. According to the literature study, talent management programmes aim to develop and retain high-potential individuals, providing businesses with a talent management source and a competitive human resource advantage, both of which influence the organisational performance. In the higher education sector, it has become vital to identify and define critical roles and talent management in managerial roles, and the researcher performed a study to examine their talent management procedures. In the sector, there has been recent attrition, low productivity, unhappiness, and other undesirable conduct. This research helps to uncover the aspects that can help to eradicate these negative behaviours and improve the performance of the institution both student centric and institution centric.

7. Objective of the Study

To understand the impact of talent management practices on employees job satisfaction.

8. Research Methodology

Sampling design

The universe for the study comprises of the employees working in higher education institute. Random sampling method has been used. The required data were collected totally from 200 employees.

Area of the Study

The location selected is at Virudhunagar District in Tamil Nadu.

Research Design

Descriptive research design is used in the study to know the employee's talent management practices and its impact on employee job satisfaction level. The questionnaire has four sections. In the first part, demographic criteria like gender, age, marital status, designation, experience, income, etc. were collected. In the second part, respondents were asked to evaluate parameters on talent attraction practices, talent development practices like learning and development, mentoring, leadership development, performance management system, performance appraisal talent retention practices of like present job, compensation, rewards and benefits and employee engagement. In the third part, job satisfaction has been measured. The respondents are asked to rate their perception in the five point likert scale.

Statistical Tools Used

The collected data have been consolidated, tabulated and analyzed by using relevant statistical tools like descriptive statistics and multiple regression analysis have been applied. The interpretation of the study is done by using tables, to give meaningful results.

9. Data Analysis

Table - 1: Employee perception on talent management practices

Factors	Mean	Standard Deviation
Training & Development	4.07	0.484
Mentoring	4.05	0.547
Leadership Development	4.10	0.484
Performance Appraisal	3.94	0.488
Present Job	4.06	0.426
Compensation	4.09	0.505
Rewards & Benefits	4.08	0.403
Employee Engagement	4.19	0.445

The above table - 1 gives the employees opinion towards talent management practices. The mean and standard deviation for each variable is given in the table. It is seen from the table that the mean level of agreement of respondents on the variable Employee Engagement is 4.19 with standard deviation 0.445, which means that the respondents agree to the fact that they are engaged in their work. Followed by, leadership development (4.10), compensation (4.09), reward and benefits (4.08), training and development (4.07), present job (4.06), mentoring and performance appraisal (3.94). It is observed that the employees engagement with their work is high but the performance appraisal in the institution is found to be at low level.

Table - 2 : Employees opinion about the Job Satisfaction.

Job Satisfaction	Mean	Std. Deviation
My institution creates opportunity to advancement	3.69	0.925
I am satisfied with my job	4.09	1.349
I have good relationships with co-workers	3.73	1.132
My job is interesting	3.78	1.317
I get regular feedback about my job	3.59	1.224
There is opportunity to increase social status	3.97	1.173
Management praise the employee for good work	3.94	1.046
I have learnt a lot at this job	3.50	1.429
This institution allows me to sharpen my professional skills	3.67	1.138
Need based benefit plans	3.99	0.961
My institution allows me to realize my full potential	4.05	1.414
I am realizing my potential as an expert in my line of work	3.56	1.027

Table 2 show the respondents opinion and importance towards job satisfaction. Here, it is analyzed with 12 statements in the five-point likert scale. Further, mean and standard deviation values are calculated for each factor. The mean values are ranged from 3.59 to 4.09. The calculated standard deviation values lies between 0.92 and 1.41. From the mean value, it is inferred that, employees are satisfied with their job (4.09) followed by, institution allows employee to realize their full potential (4.05), need based benefit plans (3.99), there is opportunity to increase social status (3.97), management praise the employee for good work (3.94), their job is interesting (3.78), employee have good relationships with co-workers (3.73), the institute creates opportunity to advancement (3.69), institution allows them to sharpen their professional skills (3.67), they get regular feedback about their job (3.59) and realizing their potential as an expert in their line of work (3.56). From the standard deviation values, it is observed that the employees perception towards the job satisfaction is not varied as much.

It is inferred that the employees are highly satisfied with their job and

Table - 3 : Influence of talent management practices on employee job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.514	0.264	0.262	0.382

Model		Sum of Squares	Df	Mean Square	F-value	P-Value.
1	Regression	26.043	1	26.043	178.349	0.001
	Residual	72.720	498	0.146		
	Total	98.763	499			

Predictors	B-value	Standard Value	Beta	t-value	p-value
Constant	0.096	0.255	-	0.377	0.706
Training and Development	0.119	0.020	0.507	5.890	0.001*
Mentoring	0.003	0.012	0.015	0.284	0.776
Leadership Development	-0.061	0.019	-0.193	-3.176	0.002*
Performance Appraisal	0.052	0.021	0.161	2.504	0.013*
Present Job	0.016	0.017	0.057	0.962	0.337
Compensation	-0.027	0.020	-0.076	-1.335	0.183
Rewards and Benefits	0.071	0.025	0.163	2.864	0.004*
Employees Engagement	0.040	0.019	0.139	2.171	0.031*

Table - 3 gives the model summary of the model fitted through SPSS software. It can be observed from the table that the model has an adjusted R-Square of 0.494 which means about 50 per cent of the variation in the dependent variable satisfaction level of respondents was explained by the independent variable which gives the significance of the model fitted by SPSS. The high value of $F(3,836) = 178.349$ with low p-value 0.001 verify that the first model is the best one with all the independent variable.

Employee job satisfaction = $0.096 + (0.119) \text{ training and development} + (0.052) \text{ performance appraisal} + (0.071) \text{ rewards and benefits} + (0.040) \text{ employee engagement} - (0.061) \text{ leadership development} - (0.027) \text{ compensation}$.

It is observed that the talent management practices of training and development, performance appraisal, rewards and benefits and employees engagement are having positive influence on the employees job satisfaction. The leadership development is found to have negative influence on employee job satisfaction. It is inferred that mentoring the present job and compensation provided in the higher education institution does not have influence on employee job satisfaction.

10. Findings and Recommendation

As the performance appraisal organized in the institutions is found to be low among the employees, the institutions may get the feedback of the employees contribution and performance appraisal may be provided to the employees which will act as additional support and create an impress in future work development.

As the employees have not learnt a lot about their job proper training may be given to the employees. Discussion on training needs and potential development can be arranged between the employees and the management.

As the leadership development and compensation provided in the institutions are having negative influence on employee job satisfaction effective training programs on leadership may be provided in the institution to develop the knowledge and understanding of educational leadership cultures and styles that enhance their job satisfaction and social responsibility.

Talent management practices have direct and indirect impact on job satisfaction talent management practices have a significant positive impact on employee job satisfaction.

When it comes to talent management practice employees give first preference to whether the organization values and makes use of Creativity while financial performance of the organization is given the last preference. The respondents have been asked to rank the various factors of talent management practices. In performance, the highest preference is given to critical judgement of the employees by the organization.

11.CONCLUSION

Developing the talent management practices is important in the educational institutions, but it is never enough. Skills and capabilities are required to play key roles but may not exist internally, so opportunities to upgrade talent must always exist; new blood brings fresh ideas and perspectives into a technology organization. As such, sourcing talent externally is also critical. Naturally, great recruiting capabilities are a must, but there are also specific actions that higher education institution have found particularly useful.

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