

EMPLOYEES TALENT MANANEMENT PRACTICES

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ABSTRACT

This research papers explores employee Talent management practices. The sample size is 196. Talent management practices encompass various strategies and processes designed to attract, develop, retain, and engage employees who are crucial to an organization's success. This involves identifying the right talent for specific roles through effective job descriptions, targeted sourcing, interviewing techniques, and candidate assessments. Providing continuous learning opportunities, training programs, and career development paths helps employees enhance their skills, stay motivated, and grow within the organization. Identifying and developing internal talent for future leadership roles ensures continuity and minimizes disruptions in key positions. Creating a positive work environment, promoting work-life balance, recognizing achievements, and fostering open communication are vital for keeping employees engaged and motivated. **I.INTRODUCTION**

Talent management is an ongoing process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. Talent management practices are strategies and processes that organizations use to attract, develop, retain, and manage their employees effectively. These practices are crucial for ensuring that organizations have the right talent in place to achieve their business objectives. Talent management practices have evolved over the years to cater to people-specific trends, much like all other aspects of work, and have progressed rapidly in recent years. Strategic talent management is a necessity in today's fast-changing environment. Global trends in talent and human capital management have led to a rethinking of the work-worker-workplace equation.

Talent management is defined as the methodical, strategic process of acquiring the right talent and helping them grow to their optimal capabilities while keeping organizational objectives in mind. This process involves identifying talent gaps and vacant positions, sourcing and onboarding suitable

candidates, nurturing them within the system and developing necessary skills, training for expertise with a future focus, and effectively engaging, retaining, and motivating them to achieve long-term business goals. This definition highlights the comprehensive nature of talent management – how it impacts all aspects of human resources at work while ensuring that the organization attains its objectives. It is the process of acquiring the right people and enabling them to contribute to the business at large.

Under talent management, various elements and sub-processes need to work together to ensure the organization's success. For example, analyzing talent gaps for the present and future, identifying talent pools and best-fit candidates, onboarding them, and optimizing their skills and strengths while facilitating their growth are all equally important touchpoints. These elements support each other, and the entire structure would falter if one sub-process fell out of sync.

This involves using a variety of tests and checks to find the right match for the job – the ideal person-organization fit. Written tests, interviews, group discussions, psychometric testing, and an in-depth analysis of available candidate information help build a comprehensive picture of the individual. Today, there are software and AI-enabled solutions that recruiters use to sift through a large number of CVs, focusing on the most suitable options and finding the ideal match.

Talent management transcends individual HR functions; it is about a set of HR processes that integrate with each other. A talent management strategy requires a holistic approach to maximize its potential.

II.REVIEW OF LITERATURE

Md. Shamimul Islam – 2024 : Effective of Talent Management Practices: A Review of Literature

Talent management has been a focal point of discussion among academics, researchers, practitioners, and agile enterprises in recent times due to its significant strategic implications and relevance in today's hyper-competitive, constantly changing, and increasingly complex global knowledge-based economy. In spite of that, there exist many gaps to fill in regarding the theoretical and empirical issues of Talent Management practices.

Maha al dalahmeh – 2024 : Talent Management Practices: A Systematic Review

Talent Management has become one of the important strategic topics for managers in global

organizations and businesses in general. Despite the importance of talent management, researches in the area are still few, mainly conceptual research. The purpose of this article is to enhance the readers understanding of the domain of talent management concept perspectives, importance and the main practices.

Ibraiz tarque – 2023 : Global talent management practices: Literature review, integrative framework, and suggestions for further research

The environment for most organizations today is global, complex, dynamic, highly competitive, and extremely volatile, and is likely to remain so for years to come. In addition to these external conditions, most organizations are also facing several global challenges including those related to: talent flow; the managing of two generations of employees, older or mature workers and younger workers; and a shortage of needed competencies.

Emi amela, Rofi rofaida – 2023 : Talent Management Practices in oraganizations: Systematic Literature Review

This research aims to take a more comprehensive and in-depth look at the articles that have appeared on Talent Management in the last 5 years (2017- 2022). This research method uses the Systematic Literature Review by following the PRISMA stages. There were 40 articles selected in this study from an initial search of 969 articles.

Rajesh prettypal singh – 2022 : Talent Management Literature Review

The concept of talent management has attracted most of the researchers' attention in the recent years. In today's business environment, talent management becomes one important source of competitive advantage that creates value for all companies. In the current economic downturn, there is a high demand for talent in the organizations. The aim of this study is to examine talent management process in organizations.

Andrzej janowski – 2022 : Talent Management -Systematic Literature Review and Future Research Directions

Talent management (TM) has attracted the interests both practitioners and scientists, particularly since 2001, when Michaels et al. (2001), proclaimed "the war for talent". Unfortunately, the discourse arouse in the context of meaning of talent also and the world of science face the absolute, undisturbed freedom in talent definition creation. That abovementioned heterogeneity of implementations and settings creates the recent TM literature diverse and unclear.

Mohammed sani abdullahi, Adams adeiza – 2022 : Talent management practices on employee performance

The purpose of this paper is to investigate the effect of talent management practices on employee performance (EP) and to explore the mediating role of employee engagement. His research outcome] 9-etpx6revaaled that TM practices that comprise of talent recruitment practice, training and development practice, compensation practice have a significant effect on Employee Performance. The research suggests that universities management should focus on Talent Management practices as a tool to achieve and maintain Employee Engagement and positive attitudes.

Muhammed Waseem – 2021: Talent management practices mediating role of competency development

Talent Management is a fast-growing concern for organizations in the competitive business

environment. Today's organizations are competing with one another and want to attract and retain talented workers to enhance their operational and workplace productivity. The TM characterized as the attraction, identification, development, and maintenance of talent and ability of an organization to address the business issues. Talent defines as an individual's natural capacity to do good things without acquiring learning.

M.H.R. Sandeepanie, P.N. Gamage , G.D.N. Perera – 2021 A Critical Review of Literature on Talent Management Practices

Talent management practices is one of the greatest inspiring aspects in ultra-modern phase's HRM practices. Although the concept "talent management practices" is growing popularity over a decade with the debating nature, it had conceptual confusions due to the ambiguity nature of the underlying concepts. Effective talent management practices involve driving of business goals successfully while having a rewarding "talent pool". Global HR specialists discovered talent management practices related to diverse industries.

S. Sakthivel Rani, R. Viji – 2020 : A Literature Review On Measurement Of Talent Management Practices

Every organisation is keen in recruit and retains talented employees. Talent Management facilitates competitive advantage by employing the right talented people, developing and utilizing their potential. There are numerous theories and models developed and tested by scholars to assess the effectiveness of talent management practices. This article gives the review of different factor structures used to measure talent management across different sectors.

Biswajit Satpathy – 2020 : Talent management practices on different sectors: A review of literature

The study analyzes literature review on talent management practices in different sectors. There have been many practices obtained by diverse industries in order to deal with the talent available with them such as talent pool, talent nurturing, talent retention, etc. Talent management starts with employment process, configuration of the labour force to the organization, budding the people and getting constant response to help in performance of an individual or an organization.

General Sir John Kotelawala – 2020 : Talent Management & its Practices : A Critical Review

Talent management practices are one of the inspiring aspects in ultra-modern stage's HRM practices. Prevailing conceptual confusions can be observed due to ambiguities in the underlining concepts called Talent and Talent Management. Different global manufacturing and service industries are operating numerous talent management practices. There are two key objectives of this research, and the archival method was adopted by the researchers.

Dr.Maitrayee Rout – 2020 : Talent Management Practices On Different Sectors: A Review Of Literature

Talent management starts with employment process, configuration of the labour force to the organization, budding the people and getting constant response to help in performance of an individual or an organization. This research mean to extract talent management practices which are adopted in different major industries such as banking, healthcare, industrialized ,edification, hotel & IT industry. This paper aims to provide a selective literature review of articles published in the last decade on talent management.

NEED

Understanding talent management practices is crucial for organizations to enhance their overall effectiveness. By studying these practices, organizations can identify areas for improvement, streamline processes. Studying talent management practices helps in identifying effective recruitment strategies, improving employer branding, and implementing initiatives to retain high-performing employees, thereby reducing turnover costs. Talent management practices related to succession planning, leadership development programs, and identifying high-potential employees helps in building a strong leadership pipeline and ensuring continuity in key roles.

OBJECTIVE

- To analyze talent management practices.
- To ensure that talent management initiatives are aligned with the organization's overall goals.
- To ensure compliance with legal and ethical standards related to talent management, development and practices.
- To analyze culture that values learning, creativity, and innovation, encouraging employees to continuously improve their skills, generate new ideas.

III. RESEARCH METHODOLOGY

RESEARCH

Research is the careful consideration of study regarding a particular concern or research problem using scientific methods. According to the American sociologist Earl Robert Babbie, “research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon.

RESEARCH METHODOLOGY

Research may be very broadly defined as systematic gathering of data and information and its analysis for advancement of knowledge in any subject. Research attempts to find answer intellectual and practical questions through application of systematic methods.

RESEARCH DESIGN

A research design is a strategy for answering your research question using empirical data. Creating a research design means making decisions about: Your overall research objectives and approach. Whether you will rely on primary research or secondary research. You're sampling methods or criteria for selecting subjects.

SAMPLE

A sample is a smaller set of data that a researcher chooses or selects from a larger population using a pre-defined selection bias method. These elements are known as sample points, sampling units, or observations .

SAMPLE SIZE DETERMINATION

For this study, the target population consists of 400 individuals. The sample size of 196 was determined as representative of this population.

STATISTICAL TOOLS USED:

The study employed various statistical method, Spearman's rank correlation, Regression, H test , U

test to analyze the gather data from the employees effectively.

SPEARMAN RANK CORRELATION

Spearman's rank correlation coefficient is a statistical measure that assesses the strength and direction of association between two ranked variables. It's particularly useful when dealing with ordinal data or when the assumptions of parametric correlation measures like Pearson's correlation coefficient are not met.

Use the formula for Spearman's rank correlation coefficient:

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

Where:

- ρ is the Spearman's rank correlation coefficient.
- d_i is the difference between the ranks for each pair of variables.
- n is the number of pairs of ranked variables.

REGRESSION

Regression is a statistical technique utilized in finance, investing, and other fields to evaluate the magnitude and nature of the association between a single dependent variable (typically denoted as Y) and a set of other variables (referred to as independent variables).

KRUSKAL WALLIS(H TEST)

The Kruskal-Wallis H test is a non-parametric statistical test used to determine if there are differences between two or more independent groups. It's an alternative to the one-way analysis of variance (ANOVA) when the assumptions of ANOVA, such as normality and homogeneity of variances, are violated.

MANN WHITNEY (U-TEST)

The Mann-Whitney U test is a non-parametric statistical test used to assess whether two independent groups differ significantly in their distributions of a continuous variable. It's often used as an alternative to the independent samples t-test when the assumptions of the t-test, such as normality and homogeneity of variances, are not met.

The formula for calculating the Mann-Whitney U statistic depends on the sample sizes n_1 and n_2 of the two groups and the number of ties in the data. It can be complex to write out but can be easily computed using statistical software or tables.

NORMALITY TEST

- H_0 : The data follow normal distribution
- H_1 : The data significantly deviates from normal distribution

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Talent Management Practices	0.131	196	< 0.01	0.897	196	< 0.01
Talent Management Initiatives	0.134	196	< 0.01	0.896	196	< 0.01
Talent Management, Development and Practices	0.151	196	< 0.01	0.876	196	< 0.01
Learning, Creativity & Innovation	0.183	196	< 0.01	0.897	196	< 0.01
a. Lilliefors Significance Correction						

INFERENCE:

- From the above table, since p value < 0.05, H_0 is rejected. The data significantly deviates from normal distribution.
- Hence non-parametric tools are used.

CORRELATION

Spearman's rho Correlations	Talent Management Practices	Talent Management Initiatives	Talent Management, Development and Practices	Learning, Creativity & Innovation
Talent Management Practices	1	0.981**	0.980**	0.985**
Talent Management Initiatives		1	0.980**	0.984**
Talent Management,			1	0.981**

Development and Practices				
Learning, Creativity & Innovation				1
**. Correlation is significant at the 0.01 level (2-tailed).				

INFERENCE:

- Strong Positive Correlations: All variables related to Talent Management are strongly interconnected with correlation coefficients above 0.980, indicating that changes in one area are likely to influence the others significantly.
- Statistical Significance: The correlations are statistically significant at the 0.01 level, confirming that these relationships are highly reliable and not due to random chance.

Strategic Implications: The high degree of overlap suggests that organizations might benefit from integrated and holistic approaches in talent management to boost effectiveness and foster innovation, while also being mindful of avoiding redundancies.

REGRESSION

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.989 ^a	0.979	0.978	1.561
a. Predictors: (Constant), Talent Management, Development and Practices, Talent Management Practices, Talent Management Initiatives				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21366.7	3	7122.24	2922.97	0.000 ^b
	Residual	467.836	192	2.437		
	Total	21834.6	195			
a. Dependent Variable: Learning, Creativity & Innovation						
b. Predictors: (Constant), Talent Management, Development and Practices, Talent Management Practices, Talent Management Initiatives						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.54	0.383		4.027	0

Talent Management Practices	0.301	0.08	0.315	3.746	0
Talent Management Initiatives	0.084	0.084	0.084	0.997	0.32
Talent Management, Development and Practices	0.567	0.082	0.593	6.908	0
a. Dependent Variable: Learning, Creativity & Innovation					

INFERENCE:

The regression equation is $Y = 1.54 + 0.301 X1 + 0.084 X2 + 0.567 X3$

Where Y – Learning, Creativity & Innovation

X1 – Talent Management Practices

X2 – Talent Management Initiatives

X3 - Talent Management, Development and Practices

H TEST – AGE

H₀: There is no significant difference among the mean ranks of categories of age with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation

H₁: There is significant difference among the mean ranks of categories of age with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Talent Management Practices is the same across categories of AGE.	Independent-Samples Kruskal-Wallis Test	.797	Retain the null hypothesis.
2	The distribution of Talent Management Initiatives is the same across categories of AGE.	Independent-Samples Kruskal-Wallis Test	.730	Retain the null hypothesis.
3	The distribution of Talent Management, Development and Practices is the same across categories of AGE.	Independent-Samples Kruskal-Wallis Test	.695	Retain the null hypothesis.
4	The distribution of Learning, Creativity & Innovation is the same across categories of AGE.	Independent-Samples Kruskal-Wallis Test	.684	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

FINDINGS:

- From the table, since p value > 0.05, H_0 is accepted.

INFERENCE:

- There is no significant difference among the mean ranks of categories of age with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

U TEST – GENDER

H_0 : There is no significant difference between the mean ranks of men and women with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation

H_1 : There is significant difference between the mean ranks of men and women with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Talent Management Practices is the same across categories of GENDER.	Independent-Samples Mann-Whitney U Test	.004	Reject the null hypothesis.
2	The distribution of Talent Management Initiatives is the same across categories of GENDER.	Independent-Samples Mann-Whitney U Test	.002	Reject the null hypothesis.
3	The distribution of Talent Management, Development and Practices is the same across categories of GENDER.	Independent-Samples Mann-Whitney U Test	.009	Reject the null hypothesis.
4	The distribution of Learning, Creativity & Innovation is the same across categories of GENDER.	Independent-Samples Mann-Whitney U Test	.005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

FINDINGS:

- From the table, since $p \text{ value} < 0.05$, H_0 is rejected.

INFERENCE:

- There is significant difference between the mean ranks of men and women with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

U TEST – MARITAL STATUS

H_0 : There is no significant difference between the mean ranks of married and unmarried with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

H_1 : There is significant difference between the mean ranks of married and unmarried with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Talent Management Practices is the same across categories of MARITAL STATUS	Independent-Samples Mann-Whitney U Test	.028	Reject the null hypothesis.
2	The distribution of Talent Management Initiatives is the same across categories of MARITAL STATUS	Independent-Samples Mann-Whitney U Test	.031	Reject the null hypothesis.
3	The distribution of Talent Management, Development and Practices is the same across categories of MARITAL STATUS	Independent-Samples Mann-Whitney U Test	.030	Reject the null hypothesis.
4	The distribution of Learning, Creativity & Innovation is the same across categories of MARITAL STATUS	Independent-Samples Mann-Whitney U Test	.052	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

FINDINGS:

- From the table, p value of Learning-Creativity & Innovation > 0.05 and p value of Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices < 0.05

INFERENCE:

- There is significant difference between the mean ranks of married and unmarried with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices. There is no significant difference between the mean ranks of married and unmarried with respect to Learning-Creativity & Innovation.

H TEST – EXPERIENCE

H₀: There is no significant difference among the mean ranks of categories of experience with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

H₁: There is significant difference among the mean ranks of categories of experience with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Talent Management Practices is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.558	Retain the null hypothesis.
2	The distribution of Talent Management Initiatives is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.527	Retain the null hypothesis.
3	The distribution of Talent Management, Development and Practices is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.608	Retain the null hypothesis.
4	The distribution of Learning, Creativity & Innovation is the same across categories of Experience.	Independent-Samples Kruskal-Wallis Test	.319	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

FINDINGS:

- From the table, p value > 0.05 and hence the null hypothesis is accepted.

INFERENCE:

- There is no significant difference among the mean ranks of categories of experience with respect to Talent Management Practices, Talent Management Initiatives, Talent Management Development and Practices, Learning-Creativity & Innovation.

SUGGESTIONS

- Use targeted recruitment strategies to attract top talent. Focus on cultural fit, skills, and potential for growth.
- Implement a performance management system that sets clear goals, provides regular feedback, and recognizes achievements.

- Encourage continuous learning and development through coaching and training programs.
- Encourage open communication, recognize achievements, and involve employees in decision-making processes.
- Identify high-potential employees and develop succession plans for key roles.
- Offer learning and development opportunities such as workshops, seminars, online courses, and mentorship programs.
- Provide training, mentorship, and resources to help them understand their roles and responsibilities.

CONCLUSION

The study aimed to analyze Employees talent management practices has provided valuable insights into the how to develop, retain and attract the employees. The effective talent management practices are crucial for HR professionals to attract, develop, and retain skilled employees. By focusing on clear talent strategies, strategic recruitment and selection, structured onboarding processes, performance management, succession planning, employee development, engagement initiatives, career pathing, feedback and recognition, and retention strategies, HR teams can create a dynamic and motivated workforce that contributes to organizational success. Talent management isn't just about filling positions but also about nurturing talent, fostering growth, and building a culture of excellence and engagement within the organization.

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