

Role of Talent Management in Enhancing Employee Performance

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ABSTRACT

Talent management has become a vital component of organizational strategy in today's competitive business environment, where human resources play a significant role in achieving success. This study focuses on examining the role of talent management in enhancing employee performance. It highlights how effective talent management practices contribute to improving employee productivity, efficiency, and overall organizational performance. The research analyses key elements of talent management such as recruitment and selection, training and development, performance appraisal, career planning, and employee engagement. These practices are essential for identifying, developing, and retaining skilled employees within an organization. The study also explores the impact of these initiatives on employee motivation, job satisfaction, and commitment towards organizational goals. The study is based on both primary and secondary data. Primary data was collected through structured questionnaires, while secondary data was gathered from journals, books, and relevant websites. Analytical tools such as percentage analysis, charts, and statistical tests like anova and t-test were used to interpret the data. The findings reveal that effective talent management practices have a positive impact on employee performance. Employees who receive adequate training, recognition, and growth opportunities tend to perform better and contribute more effectively. The study concludes that a well-structured talent management system is essential for enhancing employee performance and achieving organizational objectives.

Keywords: Talent Management, Employee Performance, Employee Engagement, Organizational Performance.

1.0 INTRODUCTION

In today's competitive and dynamic business environment, organizations are increasingly focusing on effective human resource management to achieve sustainable growth and long-term success. Talent management has emerged as a strategic approach that involves attracting, developing, retaining, and effectively utilizing employees. It plays a crucial role in enhancing employee performance, which directly contributes to organizational productivity, efficiency, and overall effectiveness. Organizations operating in highly competitive industries place significant importance on managing and developing their workforce to maintain their market position and adapt to changing business demands. Effective talent management practices such as recruitment and selection, training and development, performance appraisal, succession planning, and employee engagement are essential for building a skilled and competent workforce.

These practices help in improving employees' knowledge, skills, and abilities while also increasing their motivation, job satisfaction, and commitment towards organizational goals. A well-structured talent management system not only enhances individual performance but also strengthens teamwork, innovation, and adaptability within the organization. Employee performance is a key factor in achieving organizational objectives. When employees are supported through systematic talent management strategies, they tend to perform more efficiently, exhibit higher levels of engagement, and contribute positively to organizational growth. Additionally, talent management supports employee retention, reduces turnover, and ensures long-term organizational stability.

The main purpose of this study is to examine the role of talent management practices in enhancing employee performance. It aims to analyze the relationship between talent management initiatives and employee productivity, engagement, and overall efficiency. The study also seeks to evaluate the effectiveness of existing practices and provide suggestions for improving organizational performance and achieving better outcomes. today's competitive and dynamic business environment, organizations are increasingly focusing on effective human resource management to achieve sustainable

growth and long-term success. Talent management has emerged as a strategic approach that involves attracting, developing, retaining, and effectively utilizing employees. It plays a crucial role in enhancing employee performance, which directly contributes to organizational productivity, efficiency, and overall effectiveness.

Organizations operating in highly competitive industries place significant importance on managing and developing their workforce to maintain their market position and adapt to changing business demands. Effective talent management practices such as recruitment and selection, training and development, performance appraisal, succession planning, and employee engagement are essential for building a skilled and competent workforce. These practices help in improving employees' knowledge, skills, and abilities while also increasing their motivation, job satisfaction, and commitment towards organizational goals. A well-structured talent management system not only enhances individual performance but also strengthens teamwork, innovation, and adaptability within the organization

2.0 PROBLEM STATEMENT AND RESEARCH OBJECTIVES

2.1 PROBLEM STATEMENT

In today's rapidly evolving business environment, organizations are experiencing continuous transformation driven by globalization, technological advancements, and increasing competition. This dynamic shift has increased the importance of managing human resources effectively to achieve organizational success. However, despite the implementation of various talent management practices, organizations often face challenges in enhancing employee performance. A significant gap exists between employee capabilities and organizational expectations. Many employees lack adequate training, career development opportunities, and proper performance feedback, which affects their productivity and efficiency. In addition, insufficient employee engagement and ineffective performance appraisal systems further More over, existing talent management practices are not always consistently implemented across organizations. Lack of awareness, communication gaps, and limited growth opportunities lead to dissatisfaction and higher employee turnover. These issues negatively impact organizational stability and overall performance.

2.2 RESEARCH OBJECTIVES

- To evaluate the gap between the employees current skill levels and the industry's expectation.
- To assess the major challenges faced by fresh graduates in meeting industry standards.
- To analyze the strategies or approaches for the bridging the employability skill gap
- To identify and implement innovative skill-building strategies to enhance employability in higher education.
- To examine the expectations of employers regarding the skill sets of fresh graduates with the current reality of graduate skills.

3.0 REVIEW OF LITERATURE

Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. – Inclusive Talent Management and Employee Productivity – 2018 This study examined evolving talent management concepts and their influence on employee productivity. The authors found that inclusive TM practices enhance engagement and morale. Transparent career development systems improved task performance. Employees who perceived fairness in talent identification showed higher commitment. The study emphasized integrating TM with strategic HR planning. It concluded that structured TM systems positively impact employee performance.

Vaiman, V., Sparrow, P., Schuler, R., & Collings, D. – Strategic Integration of Talent Management – 2018 The research highlighted the alignment of talent management with organizational strategy. Firms adopting structured TM frameworks reported higher employee output. Talent analytics improved decision-making accuracy. Leadership involvement strengthened implementation effectiveness. Succession planning improved commitment and stability. The study confirmed that integrated TM systems enhance workforce productivity.

Latukha, M. – Talent Management in Emerging Markets – 2018 This study explored TM practices in emerging economies. Leadership development programs improved employee competence and efficiency. Innovation-driven talent strategies enhanced performance levels. Workforce planning strengthened operational effectiveness. Knowledge-sharing initiatives improved productivity. The research confirmed the strategic importance of TM in competitive markets.

Meyers, M.C., & Van Woerkom, M. – Inclusive vs Exclusive Talent Approaches – 2018 The authors compared inclusive and exclusive talent management models. Inclusive approaches improved employee motivation and engagement. Development opportunities enhanced job satisfaction and productivity. Psychological empowerment strengthened performance outcomes. The study recommended balanced TM frameworks. It concluded that inclusive talent systems positively influence employee performance

Thunnissen, M. – Effectiveness of Inclusive Talent Management – 2019 The study examined inclusive TM systems and their effect on performance. Broad development opportunities improved morale and engagement. Regular feedback strengthened employee commitment. Transparent appraisal systems enhanced trust. The research concluded that inclusive TM practices improve job performance.

Mensah, J.K. – Talent Management, Retention and Performance – 2019 This study investigated the relationship between TM practices and employee retention. Training, recognition, and development improved commitment levels. Retained employees demonstrated higher productivity. Job satisfaction mediated performance outcomes. The research confirmed a positive TM- performance relationship.

4.0 RESEARCH METHADODOLOGY

4.1 RESEARCH DESIGN

In the research design adopted for this study is **descriptive research design**. Descriptive research is a fact-finding investigation that focuses on describing the characteristics of a particular population or phenomenon. It is one of the most suitable methods for collecting detailed and accurate information about existing conditions. This research design helps in analyzing the role of talent management practices in enhancing employee performance by collecting structured data from respondents. It provides a clear understanding of employee perceptions regarding various HR practices such as recruitment and selection, training and development, performance appraisal, and employee engagement.

4.2 EMPIRICAL VALIDATION

The research design adopted for this study is **descriptive research design**. Descriptive research is a fact-finding investigation that focuses on describing the characteristics of a particular population or phenomenon. It is one of the most suitable methods for collecting detailed and accurate information about existing conditions. This research design helps in analyzing the role of talent management practices in enhancing employee performance by collecting structured data from respondents. It provides a clear understanding of employee perceptions regarding various HR practices such as recruitment and selection, training and development, performance appraisal, and effectiveness of up skilling strategies was supported by positive correlations between training programs and improved employability outcomes. These findings provide empirical evidence that structured up skilling initiatives play a crucial role in bridging skill gaps and enhancing job readiness. Thus, the study is empirically validated through robust methodology, appropriate statistical tools, and consistent findings, making it reliable for practical application in HR policies and training program development.

The results of the statistical analysis indicate that talent management practices have a significant influence on employee performance. Positive relationships were observed between factors such as training and development, employee engagement, and performance improvement. Additionally, hypothesis testing confirms the significance of these relationships. Thus, the study is empirically validated through the use of appropriate research methodology, reliable data collection methods, and relevant statistical tools, making the findings dependable and useful for organizational decision-making.

5.0 DATA ANALYSIS & INTERPRETATION

5.1 NORMALITY TEST

Table 5.1: Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Talent acquisition strategy	0.189	210	0	0.912	210	0.000
Onboarding process	0.162	210	0	0.925	210	0.00
Training and the development	0.201	210	0	0.901	210	0.000
Retention strategies	0.174	210	0	0.918	210	0.000
Employee enagement	0.186	210	0	0,909	210	0.000

INTERPRETATION:

From the above table, p (sig) value is <0.05.

Hence The H0: The data does not follow a normal distribution.

Hence Rejected (H0) Table reveals significant departures from normality for all variables ($p < .001$) based on both Kolmogorov-Smirnov (.189-.209) and Shapiro-Wilk (.912-.909) tests. These findings suggest caution in employing parametric analyses, necessitating non-parametric methods or data transformations. The low p-values indicate a lack of adherence to the normal distribution assumption, highlighting potential limitations in statistical modeling.

5.2 CORRELATION

Table 5.2: Correlation

		Training and development	Retention strategies	Talent acquisition	Structured onboarding
Training and development	Pearson Correlation Sig. (2-tailed) N	1 151	.232** 0 151	.228** 0 151	.86* 0.037 151
Retention strategies	Pearson Correlation Sig. (2-tailed) N	.232** 0 151	1 151	.262** 0 151	.218** 0 151
Talent acquisition	Pearson Correlation Sig. (2-tailed) N	.228** 0 151	.262** 0 151	1 151	.150** 0 151
Structured onboarding	Pearson Correlation Sig. (2-tailed) N	.86* 0.037 151	.218** 0 151	.150** 0 151	1 151

INTERPRETATION:

From the above analysis, it is inferred that $P(\text{sig}) < 0.05$ Hence rejected (H_0)

There is no significant correlation between the variables. These findings suggest potential interconnectedness among these variables within the organizational context, including areas further investigation and strategic intervention to enhance organizational effectiveness.

5.3 MANN-WHITNEY U-TEST

Table 5.3: MANN-WHITNEY U-TEST

	Talent aquisition process	Major onboarding process	Training and development	Innovative retention strategies	Employee engagements
Mann-Whitney U	6162.21	6210.03	5793.08	5926.96	6118.22
Wilcoxon W	13738.2	13923.72	13369.07	13502.95	13694.21
Z	-0.24	-0.085	-1.443	-1.01	-2.644
Asymp. Sig. (2-tailed)	0.81	0.933	0.149	0.312	0.152

INTERPRETATION:

From the above analysis, it is inferred that; $P(\text{sig}) > 0.05$ Hence accepted (H_1)

There is a significant difference in the ranks between male and female participants across the variables of role of leadership and organizational culture, efficacy in providing job-relevant skills, the specific challenges and opportunities, and effectiveness of existing training programs

6.0 IMPLICATION OF FUTURE RESEARCH:

Future research can expand this study by exploring a larger and more diverse sample across different regions, industries, and educational backgrounds to improve the generalizability of findings. Comparative studies between IT and non-IT sectors could provide deeper insights into sector-specific skill gaps and the effectiveness of various upskilling strategies. Longitudinal research is also recommended to track the long-term impact of upskilling programs on employability, career growth, and job performance among fresh graduates. Additionally, future studies may focus on the role of emerging technologies such as artificial intelligence, machine learning, and digital learning platforms in shaping skill requirements and training methods. Researchers can also examine the effectiveness of personalized learning approaches, industry-academia collaborations, and government initiatives in bridging skill gaps. Incorporating qualitative methods like interviews and case studies could further enrich understanding by capturing individual experiences and organizational perspectives on workforce readiness.

7.0 CONCLUSION

The study highlights that talent management plays a crucial and multidimensional role in enhancing employee engagement, particularly within a predominantly young workforce that requires dynamic and growth-oriented strategies. While practices like structured on boarding and employee engagement initiatives are relatively effective, areas such as talent acquisition awareness and employee satisfaction need significant improvement. A key finding shows that

employee engagement initiatives are the most influential factor in improving performance, driven by motivation, recognition, participation, and organizational culture rather than just skill development. Additionally, leadership development and effective recruitment strategies further support engagement. However, the presence of many neutral and dissatisfied responses indicates gaps in communication, consistency, and implementation of talent management practices, emphasizing the need for better communication, alignment, and employee-focused strategies to improve overall engagement and satisfaction.

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