

Impact of Employee Talent Management and Job Satisfaction: A Holistic Approach

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Abstract

The purpose of this study was to examine the variables that affect employee talent management and how they affect commitment sustainability, job performance, and job happiness. The study primarily aims to explore how effective TM practices might link individual employee expectations with organisational goals. Some of the most significant aspects of the workplace, including work-life balance, training and development, and workplace behaviours, were evaluated by the questionnaire. It is intriguing that a significant trend towards work-life balance and training and development techniques was discovered, indicating the significance of these elements in raising job satisfaction. The findings indicate that transformational leadership, job sharing, and organisational culture elements all positively affect employee talent management, which in turn affects commitment sustainability, job performance, and job satisfaction.

Keywords: Talent Management, Job Satisfaction, Work-Life Balance, Performance

1. INTRODUCTION

Over the course of more than two decades in the field of human resource management, the concept of talent management has been the focus of a growing amount of scholarly research. Many scholars have focused their attention on the topic of talent management within the past 10 years. Prior to this, academics had been putting a lot of effort into comprehending the conceptual evolution of talent management. The role of talent management has become more relevant in the present competitive business environment, when an organization's ability to be innovative is crucial to achieving a competitive advantage. These enterprises support the scholars' conclusion that personnel management helps to create innovation, which gives organisations a major competitive advantage. Studies on the subject of talent management have developed as a result of an agenda fuelled by phenomena. In contrast, the perspective that has gained traction in recent years holds that individual talent is actually closely related to other factors that support the organization's operations, goals, and business strategies, among other things. These factors are typically related to human resources, specifically recruiting, selection, and development. Talent management strategies should be more closely aligned with both the organization's objectives and the expectations of its employees; both parties want to gain from the arrangement. In order to maximise the abilities and skills of their workers, corporations wish to invest in human capital. In a nutshell, this is what the term "talent," which refers to a collection of information, abilities, experience, and outcomes attained by people's actions and behaviours at work that help the company or corporate goals be accomplished, means. Additionally, it is the responsibility of the management team to create human resources policies and procedures that help identify talented people who can consistently deliver high-quality work. Through Talent Management, which entails matching competent people with roles that play to their strengths, businesses may plan ahead for and satisfy their human resource demands? The HR cliché about talent management being the biggest problem with people management is true across all industries. Even though there is a talent gap in every industry, talent management tends to concentrate on executive and managerial roles. Creelman defines talent management as the process of finding, recruiting, and retaining exceptional employees. According to Knez, talent management is an ongoing procedure that includes both internal and external recruitment and selection, as well as development and retention of current employees. recruiting, training, and retaining employees who possess the skills necessary to fulfill the organization's current and future needs involves a calculated and purposeful effort. Khan (2024) investigated the challenges and opportunities of using AI for TM within organisations to assist them in making informed decisions and implementing effective strategies to harness the potential of AI in optimising their talent acquisition, development, and retention efforts.

The study's foundation is secondary data gathered from earlier works on the subject. The methodical literature review approach was employed to gather secondary data from reputable academic sources. Perifanis and Kitsios (2023) analysed the potential for businesses to create novel business models and gain a competitive edge by incorporating artificial intelligence (AI) into their IT and business strategies is significant. While some innovators are effectively using AI, most firms are finding it challenging to seize the chances for value creation. Ekuma (2023) studied explores how AI and automation affect HRD, highlighting specific HRD processes affected and their influence on outcomes. A comprehensive search was conducted across academic databases, HRD journals, and conference proceedings, resulting in a selection of relevant studies. The findings were analysed through a narrative synthesis, with subgroup analyses based on specific HRD processes. Budhwar et al. (2022) investigation is required to examine the function of AI-assisted applications in HRM tasks and the interplay between humans and AI in large, international corporations that disseminate these advances. We present a systematic review on the theme of this special issue and provide a nuanced understanding of what is known, yet to be known, and future research directions to frame a future research agenda for international HRM in response to these combined issues—the fragmented nature of research and the limited amount of extant literature. Rozman et al. (2022) suggested that the employee engagement and business performance, the study aims to develop a multifaceted talent management model that incorporates artificial intelligence into human resource procedures. D'Souza (2019) studied that businesses are changing to accommodate new kinds of artificial intelligence, such as catboats and robots. It all began with the surge of automation that accompanied the industrial revolution. The effects of computers and other electronic devices became increasingly apparent over time. As a result of digitization and other factors, it is common practice to lay off employees and reduce organizational size. The purpose of this research article is to provide light on the function of individuals inside an organization in the context of the ongoing debate over ultimate responsibility.

2. OBJECTIVE

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3. RESEARCH METHODOLOGY

An organized strategy for gathering data and analyzing it in a logical and sequential fashion is crucial to the credibility of any research. The study incorporates both Primary data and Secondary data for the purpose of drawing inferences and fulfilling the research objectives. Quantitative details on workplace Behaviour, training and work-life balance were collected with the help of a descriptive methodology of research approach using a standardized online questionnaire from hundred participants.

3.1 Research Design

The research design employed in this descriptive study was to examine participants' perceptions of work-life balance, training and development processes, and workplace behaviours. The planned investigation made it possible to gather structured, numerical data. The information was examined to find any trends or patterns in the respondents' opinions about a variety of traits that might be frequently connected to the job.

3.2 Data Collection

The data was collected by means of a structured questionnaire with questions that are based on the Likert scale. Chi-Square analysis was used to assess the second goal, which was to ascertain the significance of each element and its impact on the talent management practices of employees in the IT sector. The final goal is to use ANOVA analysis to determine the factors that should be used to recruit, inspire, compensate, and retain brilliant workers. The sixth goal is to use an ANOVA analysis to determine the factors influencing staff retention and turnover.

3.3 Data Analysis

Frequency counts and percentages are computed based on the corresponding rating levels for each of them, and the data's descriptive statistics are used to summarise its collection. To

demonstrate some sort of presentation of the comment pattern, several graphical representations, such as bar charts, had to be created. By using this method, the participants' viewpoints on the concerns raised in the workplace were clarified.

4. DATA ANALYSIS AND INTERPRETATION

It provides the demographic profile of the respondents, an essential ingredient in this study that details comprehensively the makeup of the sample. This table 1 helps to ensure the sample is representative and also enables us to explore any demographic differences in responses. The following is the demographic profile of the respondents used in the study.

Table 1: Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage
Gender	Male	180	60%
	Female	120	40%
Age Group	20-30 years	100	33.3%
	31-40 years	120	40%
	41-50 years	60	20%
	Above 50 years	20	6.7%
Sector	Co-operative	150	50%
	Private	150	50%

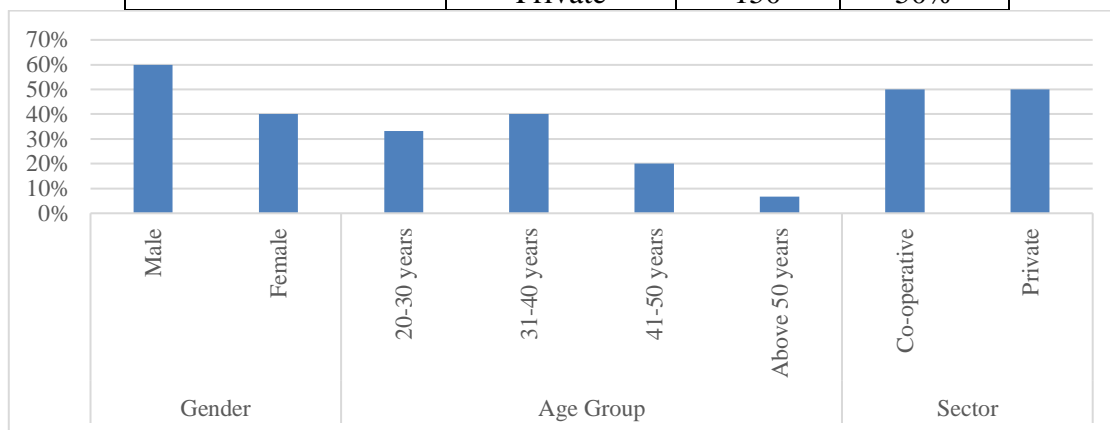


Figure 1: Demographic Profile of Respondents

Gender: The gender distribution of respondents is relatively balanced, 60% male, which corresponds to 180 respondents, and 40% female, which corresponds to 120 respondents. This means that although there is a slight majority of male respondents, a significant proportion of the participants are female. This balance is crucial because it represents both genders' viewpoints in a manner that is broader and allows for the full realization of how talent management practice is perceived or experienced differently among the male and female workforce members. Thus, demographic balance ensures that gender is not skewed to give any skewed findings.

4.1 Talent Management Practices

This research lays emphasis on the adoption of practices in talent management, which actually helps to evaluate how much organizations are implementing essential practices such as regular training performance appraisals, and more importantly, career development. This can be done by presenting the above table 2 where we can measure the organizational consistency and commitment in such practices and evaluate their actual impact on employee perceptions as well as behavior.

Table 2: Adoption of Talent Management Practices

Practices	Always (%)	Often (%)	Sometimes (%)	Rarely (%)
Regular Training	60	25	10	5
Performance Appraisal	70	20	5	5
Career Development Plans	55	30	10	5

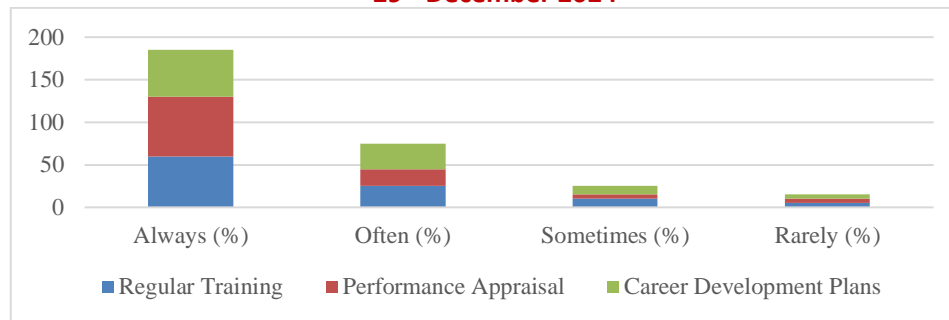


Figure 2: Adoption of Talent Management Practices

Regular Training (60% Always, 25% Often, 10% Sometimes, 5% Rarely): The most frequent response (60%) was that regular training is always practiced in respondents' organizations, while 25% reported that the practice occurs often. It may indicate that organizations regard employee skills development and learning as essential to their business functions. **Performance Appraisal** (70% Always, 20% Often, 5% Sometimes, 5% Rarely): Performance appraisals are highly standardized and a frequent practice, with 70% of respondents stating that these appraisals occur regularly. Such a high percentage reflects the strong commitment on the part of organizations to appraise employee performance, offer feedback, and align individual goals with organizational objectives. **Career Development Plans** (55% Always, 30% Often, 10% Sometimes, 5% Rarely): Career development plans is one of the widely implemented practices by 55% respondents which always exist. This further goes to say that more organizations are keen on working out the long-term goals for their employees' careers, while at the same time making sure that growth and career advancement exist as structured pathways.

4.2 Correlation Analysis

Correlation analysis evaluates the relationships between variables. These include talent management and job satisfaction and workplace behavior. Table 3 below illustrates the direction and strength of the above relationships. This helps in knowing which talent management practices affect the dimensions of job satisfaction and also workplace behavior. The correlation between talent management, job satisfaction, and sustainable workplace behavior in the study is presented below.

Table 3: Correlation between Key Variables

Variables	Talent Management	Job Satisfaction	Workplace Behavior
Talent Management	1.00	0.78	0.69
Job Satisfaction	0.78	1.00	0.72
Sustainable Workplace Behavior	0.69	0.72	1.00



Figure 3: Graphical Representation on Correlation between Key Variables

Table 3 presents the correlation between key variables: Talent Management, Job Satisfaction, and Sustainable Workplace Behavior. These correlations shed light on the various connections between talent management practices and employee satisfaction and workplace behavior. **Talent Management and Job Satisfaction (0.78):** The correlation coefficient of 0.78 shows a

positive correlation between talent management and job satisfaction. Therefore, there is a tendency for improvement in the practice of training, career development, performance appraisals, among others as the talent management increases. Talent Management and Sustainable Workplace Behavior (0.69): The correlation between talent management and sustainable workplace behavior is 0.69, reflecting a moderate to strong positive relationship. That means if it's a good and useful talent management practice, it would positively influence sustainable workplace behavior such as productivity, engagement, and long-term commitment of the employees.

4.3 Regression Analysis

The predictive power of key variables to outcomes like job satisfaction and sustainable workplace behavior is obtained by using regression analysis. The table 4 below illustrates the outcomes of the regression analysis; in this case, talent management practices impact both job satisfaction and workplace behavior. Below are the regression analysis results, which show how talent management practices predict employee satisfaction and behavior.

Table 4: Regression Analysis Results

Predictor Variables	Dependent Variable	Beta Coefficient	p-value
Talent Management	Job Satisfaction	0.52	0.001
	Sustainable Workplace Behavior	0.45	0.003

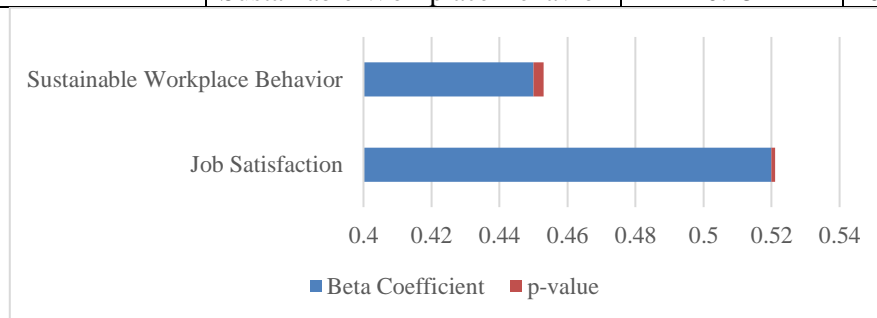


Figure 4: Graphical Representation on Regression Analysis Results

Table 4 Regression analysis result on talent management practices and two dependent variables: job satisfaction and sustainable workplace behavior. It is depicted that talent management is an important predictor of both the outcomes from the regression analysis.

5. CONCLUSION

According to the study's findings, talent management strategies appear to be a crucial component in promoting long-lasting workplace behaviours and raising job satisfaction levels. Items pertaining to work-life balance, training and development, and sustainable behaviour at work were endorsed or highly supported by a sizable percentage of respondents. Nonetheless, the vast majority of those surveyed had favourable opinions about these matters. These findings show how crucial it is to align talent management strategies with organisational goals and personalised expectations in order to increase worker satisfaction, performance, and engagement. By concentrating on talent optimisation and employee well-being, organisations may create both employee happiness and organisational success, as seen by the positive sentiment that was observed across all

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