



Investigating The Effects of Talent Management on Workplace Behaviour and Job Satisfaction: A Comprehensive View

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Abstract

To assess the impact of talent management techniques on employee job satisfaction and workplace behaviours, this study focusses on key activities such as training and development, recruiting and selection, and employee retention tactics. Employee development and staff members' alignment with organisational goals are explicitly acknowledged by the organisations. Performance management is also falling behind since there is a dearth of study on this topic and it receives a lot less attention than other sectors. A portion of the workforce remained unsatisfied or neutral, which could lead to issues with pay, work-life balance, and opportunities for career advancement. The results indicate that an integrated strategy to personnel management is required, combining performance evaluation, retention, development, and recruitment. Strengthening performance management systems and resolving employee concerns about pay and career development could still improve job satisfaction and retention.

Keywords: Talent Management, Job Satisfaction, Performance, Training & Development,

1. INTRODUCTION

In order to immediately address an organization's present as well as future business demands, talent planning provides the fundamental framework for enhancing both current and prospective capabilities. It entails using a strategic strategy to foresee and match the organization's broad business goals with its people needs. Companies may make sure that their human capital is efficiently managed and deployed to meet current needs and future challenges by including talent planning into their organizational strategy. In order to close skills gaps in the workforce, prepare for succession, and be ready for new demands, it is imperative that these strategic goals are aligned. The creation of a thorough talent management plan, which covers essential components like motivation and retention in addition to talent acquisition and development, is a crucial component of talent planning. Retaining a competitive advantage and promoting organizational development need the motivation and retention of exceptionally skilled personnel. In order to do this, talent management has to be assiduously integrated into the larger organizational strategy, supporting the organization's objectives and making adjustments for changing market conditions. By doing this, businesses may create a strong talent pipeline, encourage a culture of high performance, and put themselves in a successful long-term position. A thorough grasp of the connection between talent management and employee outcomes like performance and happiness is essential for management methods that work in the manufacturing industry. Employee satisfaction can be significantly impacted by talent management initiatives like career development and competence mapping, which match employees' skills with the objectives of the company. This raises the workplace happiness quotient even further. Support from coworkers and supportive leadership are two other factors that significantly influence how motivation and contentment develop in the workplace, which in turn leads to effective performance. For example, implementing talent management strategies like training and leadership development at work further raises employee satisfaction and engagement. Such joy can help The precise effect that talent management has on workers' satisfaction and productivity in the context of Indonesia's industrial industry is not well-documented in the literature. This is true even though there is widespread agreement about the importance of talent management. While numerous studies have examined these links across different industries and geographies, relatively few have concentrated on Indonesian manufacturing enterprises. Due to the industry's constant changes, it is becoming more and more important to investigate how talent management practices may be best optimised for the improvement of employees' performances in this area. This report attempts to close this gap by

International Advance Journal of Engineering, Science and Management (IAJESM)

Multidisciplinary, Multilingual, Indexed, Double-Blind, Open Access, Peer-Reviewed, Refereed-

International Journal, Impact factor (SJIF) = 8.152





investigating how talent management affects employees' success and satisfaction in Indonesian manufacturing. Singh and Pandey (2024) study uses a qualitative case research design with an additive technique to examine HRM-specific characteristics that facilitate and impede the adoption of AI in extended HR ecosystems. The study also looks at adoption difficulties, such as the incapacity to quickly assess employees' emotional states, the inefficiency of HR staff members' interactions with digital specialists and outside HR partners, and their rejection of AI ethics. 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. Crompton and Burke (2023) analysed of artificial intelligence (AI) in higher education (HE) from 2016 to 2022, this systematic review offers original insights. According to this study's findings, publications increased by around two to three times in 2021 and 2022 compared to the prior years. As the quantity of AIED HE papers has increased so quickly, new trends have appeared. The results indicate that studies were carried out in six of the world's seven continents. China is now dominating the world in publications, a change from the US. This systematic study identified gaps in the literature that emerging techniques like Chat GPT can help future researchers fill. 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. A sample of 317 managers and owners of Slovenian businesses participated in the study. The findings demonstrate that AI supported hiring and keeping talented workers, appropriate teams, employee training and development, organisational culture, leadership, and lowering staff workloads all had a positive impact on the enterprise's performance and employee engagement. Vinichenko et al. (2019) suggested that cutting edge artificial intelligence technology be put into practice as soon as possible, without endangering people or their potential. For the first time, the writers took into account the problem of determining the appropriate balance between artificial and natural intelligence in talent management. The findings can be used as a foundation for additional study in the field of human resource management and as useful information for making judgements about how best to apply artificial intelligence to business operations and organisational management. Modi and Kulshreshtha (2016) presented a comparative study of talent management strategies in the digital age, exploring the transition from traditional to digital approaches and their implications for organizations. The study provides HR professionals and organisational leaders with useful advice by outlining the main possibilities and obstacles related to implementing digital talent management strategies.

2. OBJECTIVE

- ❖ To Investigating the Effects of Talent Management on Workplace Behaviour and Job Satisfaction: A Comprehensive View

3. RESEACH METHODOLOGY

This study uses a cross-sectional survey and a descriptive research strategy to examine 300 employees' job satisfaction levels and talent management practices. A higher sample size guarantees that the data gathered is statistically reliable and removes the possibility of bias. The study would aim to guarantee that all types of organizational sizes, structures, and talent management techniques were included, with an emphasis on both the private and cooperative sectors. Structured surveys are used to collect data, which is subsequently examined using graphical tools and descriptive statistics to reveal trends and relationships.

3.1 Research Design:

In order to examine the talent management practices and work satisfaction levels found in these businesses, this study employs a descriptive research design. The objective is to ascertain how various talent management techniques are distributed and look at the connection between these



methods and workers' job satisfaction levels. Because it makes it possible to get measurable information about organisational procedures and employee satisfaction levels, this methodology is perfectly matched to the goals of the study.

3.2 Data Collection:

In order to gather information, standardised questionnaires were distributed to the respondents, who were representatives of several organisations. The study's goal was to gather data regarding two main issues: the degree of job satisfaction and talent management procedures. The work satisfaction part under talent management methods featured questions about the use and rating of several practices, including employee retention, performance management, training and development, and recruitment and selection. The procedure was carried out over a four-week period in order to collect data.

3.3 Data Analysis:

The dataset was subjected to the graphical and outlined approach. Descriptive statistics were used to summarise the frequency distribution of responses for each category in order to provide a clear picture of the organization's emphasis on various talent management tactics and the overall attitude of the employees towards work satisfaction. Pie charts and bar graphs were then used to illustrate the data, making it simple to see the percentages of replies for each variable. The primary goal of this study was to determine whether there were any patterns or links between work satisfaction and the methods used in talent management.

4 DATA ANALYSIS AND INTERPRETATION

Effectiveness of talent management initiatives plays a key role in how well organizations' practices can support employee satisfaction, engagement, and performance. The following table 1 reflects perceptions of effectiveness for each key initiative in the training program, employee engagement, and career planning. It allows ascertaining how employees grade these initiatives to establish which ones may require adjustments in efforts. Following is the number of responses that reflected effectiveness or not of talent management initiatives of organizations studied.

Table 1: Effectiveness of Talent Management Initiatives

Initiative	Highly Effective	Effective	Neutral	Ineffective
Training Programs	50	35	10	5
Employee Engagement	45	40	10	5
Career Planning	40	40	15	5

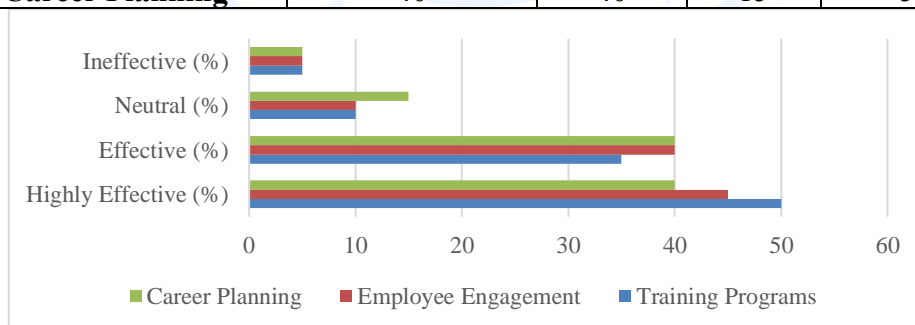


Figure 1: Graphical Representation on Effectiveness of Talent Management Initiatives

4.1 Correlation Analysis

Correlation analysis evaluates the relationships between variables. These include talent management and job satisfaction and workplace behavior. Table 2 below illustrates the direction and strength of the above relationships. The correlation between talent management, job satisfaction, and sustainable workplace behavior in the study is presented below.

Table 2: 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

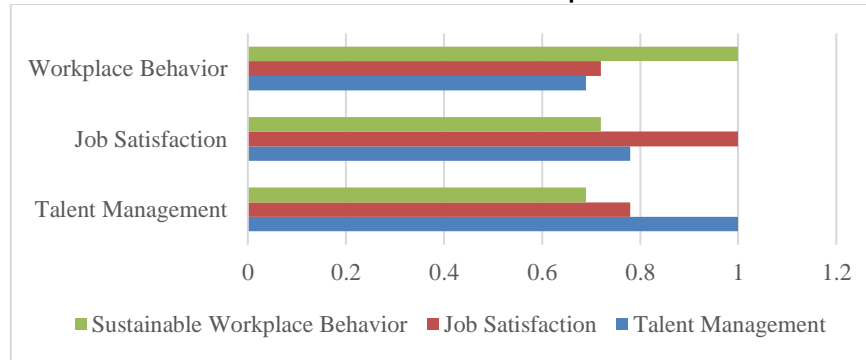


Figure 2: Graphical Representation on Correlation Between Key Variables

4.2 Factor Analysis

In applying the process of factor analysis, some underlying factors that could lead to and influence talent management practices reduce what at first glance may appear complicated data into more manageable elements. Table 3 presents the result of the factor analysis: Some of the key factors responsible for talent management include training and development performance management, and career opportunities growth. Below are the factor analysis results, showing the factors influencing talent management practices in the study.

Table 3: Factors Influencing Talent Management Practices

Factor	Eigenvalue	% Variance Explained
Training and Development	3.5	35%
Performance Management	2.8	28%
Career Growth Opportunities	1.5	15%

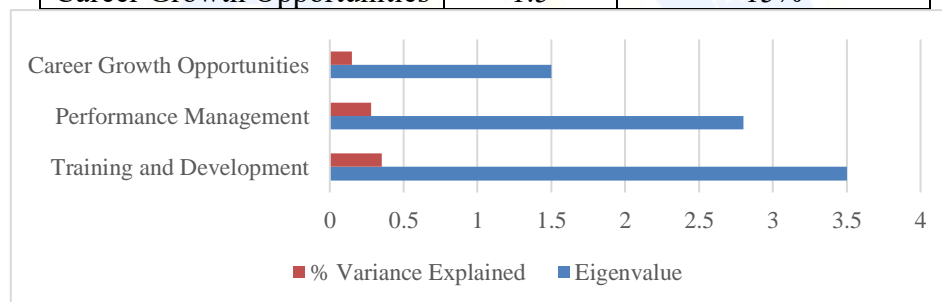


Figure 3: Graphical Representation Factors Influencing Talent Management Practices

4.3 Comparison Between Co-operative and Private Sectors

Sector-specific comparison of talent management practice between Co-operative and Private sectors offers insights on sector-related differences in approach and outcomes. The differences that emerge from the key practices which were adopted from each of the sectors, namely: training, performance appraisal and the career development plan is well captured in table 4.

Table 4: Differences in Talent Management Practices

Practice	Co-operative (%)	Private (%)
Regular Training	65	55
Performance Appraisal	60	80
Career Development Plans	50	60

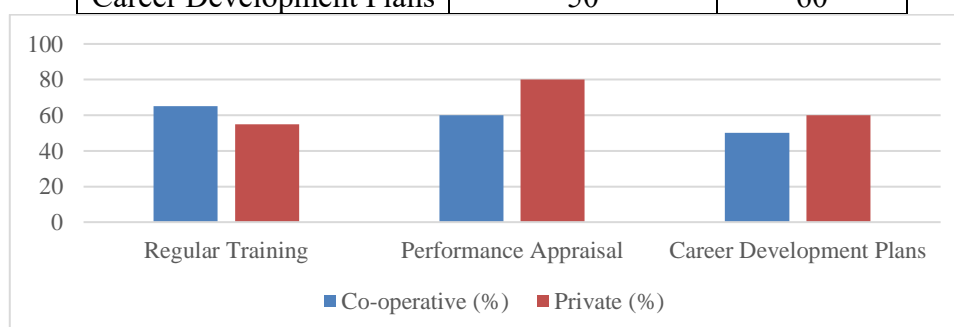


Figure 4: Graphical Representation on Differences in Talent Management Practices



5 CONCLUSION

Table 1 presents respondents' assessments on the effectiveness of different talent management initiatives in the respondents, which could provide very informative answers as to how the practice of talent management drives employee development and organizational success. Training Programs (50% Highly Effective, 35% Effective, 10% Neutral, 5% Ineffective): Half of the participants-50%-believe training programs to be highly effective while 35% claim it to be effective. This proves high endorsement for the organizational-level training programs. Employee Engagement (45% Highly Effective, 40% Effective, 10% Neutral, 5% Ineffective): Positive evaluations are also extended to employee engagement initiatives, wherein 45% of respondents regard them as highly effective, and 40% of respondents regard them as effective. Career Planning (40% Highly Effective, 40% Effective, 15% Neutral, 5% Ineffective): Career planning initiatives are seen in a positive light, as 40% of the respondents reported them to be very effective and another 40% found them effective. This would imply that the organization is able to assist the employees in career paths and provides adequate opportunities for upward mobility. Table 2 presents the correlation between key variables: Talent Management, Job Satisfaction, and Sustainable 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. It shows that strong talent management is likely to improve the job satisfaction of employees. 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. Job Satisfaction and Sustainable Workplace Behavior (0.72): The 0.72 correlation between job satisfaction and sustainable workplace behavior further points to a positive relationship between the two variables. If employees are satisfied, they are more motivated, committed, and involved, and such involvement translates to behaviors that support organizational goals, including increased productivity, reduced absenteeism, and lower turnover rates. Table 3 illustrates the factor analysis results, representing the significant factors that might influence the talent management practice of the organizations under review. It shows three principal factors: Training and Development, Performance Management, and Career Growth Opportunities, along with their respective eigenvalues and percentage of variance explained. The results of the factor analysis show that the most critical factors in talent management practices are Training and Development, Performance Management, and Career Growth Opportunities. Organizations will be able to create a growth-enabling environment, encourage employee growth, improve job satisfaction, and enhance long-run organizational success if these factors are well managed. Table 4 Co-operative Sector vs. Private Sector Comparison: Talent Management Practice Comparison Differences in Regular Training, Performance Appraisals, and Career Development Plans of Co-operative and Private Sectors. The Co-operative sector lags a bit behind in terms of defined career progression, which would impact the retention and job satisfaction of employees. Career development plans are an essential factor in creating long-term engagement, and although both industries seem to have a growth potential to offer, the percentage is higher in the private sector, which may suggest it has more comprehensive or formalized career development processes.

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