The Effect of Talent Management Practices on Organizational Performance among Employees in NLC

R. Manjula, Dr. K. Rukmani

1Doctoral Research Scholar, Dept. of Business Administration, Annamalai University, Chidambaram, Tamil Nadu, India
2Assistant Professor, Dept. of Business Administration, Annamalai University, Chidambaram, Tamil Nadu, India

Abstract- The article tries to find out the effect of talent management practices on organizational performance among employees in NLC. One objective of this study is reached through proper methodology. Sample size was 100 in all obtained through simple random sampling technique. Researcher designed questionnaire is with 5 point scale in the continuum of agreeing. Reliability of this tool is 0.86 and 0.89. The analysis found that influence of independent variables such as career development and building and maintains positive relationships on mediator variable employees’ job performance. The analysis also found that influence of career development, building and maintains positive relationships and employees' job performance on organizational performance. Hence, it is concluded that the organization should invest in employee development and training continues to be a focus to support strategy in empowering its talent, so as to improve their knowledge base and to exploit their potential knowledge and performance.

Keywords: talent management practices; organizational performance; employees' job performance; career development and building and maintains positive relationships

I. INTRODUCTION

In the last twenty years, the problem of talent management has been additional and additional mentioned. In today's society, it's become a great deal of and a great deal of essential to work with talent management. Despite the enlargement in interest, there appearance to be no clear rationalization of what talent management is and therefore the method organizations got to manage it or implement it.

Traditionally, talent management referred alone to the event and replacement of high executives. Nowadays, there is recognition that attracting and mindful precocious employees got to happen on all levels at intervals the organization. This idea leads to a shift from the thought of one single towards the thought of multiple talent-ladders or pipelines.

Talent management aims at raising the potential of employees’ agency square measure seen as having the power to form a valuable distinction for the organization, presently or among the longer term. Moreover, talent management got to improve structure performance. However, talent management powerfully concentrates on leaders, which can cause organizations to ‘forget ‘the different groups of talents that square measure essential these days. This realization had semiconductor diode to the employment of the following definition of talent management: talent management means that a company tries to nurture and develop the oldsters that square measure printed as having every a high potential and ability’.

II. REVIEW OF LITERATURE

Branham (2000) provided a survey that shows that pay ranks square measure lower on the dimensions of employee commitment and incentive. However, Heinen and O'Neil (2004) means that the importance of rewards for Talent Management observe. A reality is insured by Branham’s (2000) states that when pay given according the performance of the employees, it acts form of a strong stimulant for folks that square measure apt to perform at high levels among the organization.

Arthur & Rousseau (1996), that's additional associated additional important; Life-long employment in an extremely single organization is no longer the prevailing career pattern, as career quality is no longer thought-about alone at intervals one's structure hierarchy. Each employee includes a vital role in determinant his or her career path and success

Schweyer, (2004) a structured route to the making most of the human capital in a very corporation by taking a holistic approach to
employees development and structure success; With case studies and techniques for developing the employees talent base at low price the book is in addition fitted to those price aware times.

Laff, (2006) specializing within the challenge of attracting and mindful talent faced by Indian hour mangers, the article outlines initiative that will be place in place to help organization retain nurture and retain the talent.

III. RESEARCH METHODOLOGY

Research Design
To get higher answer to the analysis question, a correct analysis style is to be framed (Cooper & Schindler 2001; Davis & Cosenza 1988). Descriptive analysis style has been adopted for this study. Descriptive study may be an investigatory investigation with adequate interpretation. It focuses on explicit aspects or dimensions of the matter studied. It’s designed to induce the descriptive data and provided data and formulation of additional refined studies.

Objective of the Study

➢ To study the influence of talent management practices on organizational performance in NLC.

Hypothesis of the Study

➢ There is no influence of talent management practices on organizational performance in NLC.

Sampling Technique
Simple random sampling technique was adopted for the study. Srivastava (2008) there is only a less effort need to collect the data. Actually no pre plan of executing is there.

Data Collection
The sample size of the pilot study is 100 in all. The study was conducted in NLC, Naively, Tamilnadu. Questionnaire with 5 point scale is used.

Reliability
For all the items in the questionnaire design the alpha was 0.86 and 0.89. This indicates high reliability of the items in the questionnaire. With these results the consistency, dependability and adoptability are confirmed.

Statistical Tools Used
Path analysis was adopted in this study. It is used to know the influence of talent management practices on organizational performance with respect to job performance in NLC.

IV. ANALYSIS AND INTERPRETATION

MODEL FIT INDICATION

<table>
<thead>
<tr>
<th></th>
<th>Chi-Square</th>
<th>P Value</th>
<th>GFI</th>
<th>AGFI</th>
<th>CFI</th>
<th>NFI</th>
<th>RMR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.312</td>
<td>0.564</td>
<td>0.999</td>
<td>0.965</td>
<td>0.999</td>
<td>0.999</td>
<td>0.038</td>
</tr>
</tbody>
</table>

IJSRCAMS

Volume 7, Issue 5 (September 2018)  www.ijsrcsams.com
Above table shows the model work. The Chi sq. worth is a pair of 0.312. P-value is 0.569. GFI is 0.999 AGFI is 0.965, CFI is 0.999 NFI is 0.999. Of these readings consistent with norms ought to be close to one. All are terribly with regards to one, thus this model work is appropriate. RMR worth is zero.038. The expected norm worth for RMR ought to be below 0.08. This is often additionally acceptable as a model work.

<table>
<thead>
<tr>
<th>DV</th>
<th>IV</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>B</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Job Performance</td>
<td>Career Development</td>
<td>.312</td>
<td>.044</td>
<td>7.084</td>
<td>.514</td>
<td>***</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>Career Development</td>
<td>.164</td>
<td>.050</td>
<td>3.255</td>
<td>.309</td>
<td>.001</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>Building and Maintains Positive Relationships</td>
<td>.202</td>
<td>.059</td>
<td>3.446</td>
<td>.311</td>
<td>***</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>Employee Job Performance</td>
<td>.270</td>
<td>.100</td>
<td>2.707</td>
<td>.309</td>
<td>.007</td>
</tr>
</tbody>
</table>

H₀: Career development does not influence on employee job performance.

Through the path analysis, regression weight of the career development over employee job performance shows the critical ratio is 7.084 and the Beta value is 0.514 which is 51.4%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the career development influence on employee job performance.

H₀: Building and maintains positive relationships does not influence on employee job performance.

Through the path analysis, regression weight of the building and maintains positive relationships over employee job performance shows the critical ratio is 6.109 and the Beta value is 0.443 which is 44.3%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the building and maintains positive relationships influence on employee job performance.

H₀: Career development does not influence on organizational performance.

Through the path analysis, regression weight of the career development over organizational performance shows the critical ratio is 3.255 and the Beta value is 0.309 which is 30.9%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the career development influence on organizational performance.

H₀: Building and maintains positive relationships does not influence on organizational performance.

Through the path analysis, regression weight of the building and maintains positive relationships over organizational performance shows the critical ratio is 3.446 and the Beta value is 0.311 which is 33.1%. The p value 0.001 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the building and maintains positive relationships influence on organizational performance.

H₀: Employee job performance does not influence on organizational performance.

Through the path analysis, regression weight of the employee job performance over organizational performance shows the critical ratio is 2.707 and the Beta value is 0.309 which is 30.9%. The p value 0.007 is significant lead to the rejection of H₀ and acceptance of H₁. This can be interpreted that the employee job performance influence on organizational performance.
Covariance

<table>
<thead>
<tr>
<th>IV</th>
<th>V</th>
<th>Estimate</th>
<th>S.E</th>
<th>C.R.</th>
<th>R</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and Maintains Positive Relationships</td>
<td>Career Development</td>
<td>.359</td>
<td>.110</td>
<td>3.277</td>
<td>0.391</td>
<td>.001</td>
</tr>
</tbody>
</table>

$H_0$: There is no relationship between career development and building and maintains positive relationships.

Through the path analysis, covariance of the career development and building and maintains positive relationships shows the critical ratio is 3.277 and the R value is 0.391 which is 39.1%. It can be stated that the relationship between career development and building and maintains positive relationships contribute to 39.1%; the p value 0.001 is significant at 1% level lead to the rejection of Ho and acceptance of H1. This can be interpreted that the relationship between career development and building and maintains positive relationships.

V. FINDINGS OF THE STUDY

- There is significant influence of career development on employee job performance.
- There is significant influence of building and maintains on employee job performance.
- There is significant influence of career development on organizational performance.
- There is significant influence of building and maintains positive relationships organizational performance.
- There is significant influence of employee job performance on organizational performance.
- There is relationship between career development and building and maintains positive relationships.

Recommendations of the Study

- Investment in employee development and training continues to be a focus to support strategy in empowering its human talent, so as to enhance their knowledge base and to maximize their potential and performance.
- The NLC seeks to provide rewards and incentives that are highly leveraged to performance and clearly linked to the Group’s and individual are results.

VI. CONCLUSION

The analysis found that influence of independent variables such as career development and building and maintains positive relationships on mediator variable employees’ job performance. The analysis also found that influence of career development, building and maintains positive relationships and employees’ job performance on organizational performance. Hence, it is concluded that the organization should investment in employee development and training continues to be a focus to support strategy in empowering its talent, so as to improve their knowledge base and to exploit their potential knowledge and performance.

REFERENCE