

# Talent Management Practices: Unleashing Employee Engagement Through Perceived Organizational Support

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**Keywords:** Talent Management Practices, Employee Engagement, Perceived Organizational Support.

**Abstract:** Employees are most valued assets of any organizations paving a path to success. Talent are the ability, skill and knowledge that employee brings to the organization to effectively perform their job well to achieve the organizational goals. In the current world of “Talent War” Talent Management (TM) is not limited to just acquiring a right talent but rather on deployment, development, engagement and retention of its employees. This study analyzes the drivers of Talent Management Practices (TMP) and Perceived Organizational Support (POS) impacting Employee Engagement (EE). The study comprises an analysis of data of 457 respondents from IT sector companies from IT hub of Bangalore, India. The result indicates TMP and POS have a direct influence on EE. The findings imply on theory and practice specifically in enhancing employee engagement using various TMP along with POS. The study found scope for future research in comparing various sectors using additional independent variables in a longitudinal manner.

## 1 INTRODUCTION

In the dynamic VUCA world managing an intellectual capital becomes pretty demanding and the unique strategy adopted by organizations is talent management (Raju, 2021). (Mehdiabadi & Li., 2016) asserted TMP are distinctive tactics in Human Resources Management (HRM) that attempts to attain a competitive advantage through the tactical development of employees using numerous HR strategies, so that employees contribute effectively for achieving goals and objectives. Based on the study by (Wellins et. al., 2009), TM is the process of finding, employing, developing, retaining and finally deploying high potential employees to attain the organizational objectives in most efficient manner. POS are the set of employee’s own beliefs regarding to the extent to which its institute they work values their contribution along with the care towards their wellbeing. (Eisenberger, et. al, 1986). (Astuty & Udin, 2020) stressed POS an affective commitment of an employee towards its organization laterally having a positive perception towards their organization on the facets related to getting support, valued and being cared about. Talent management

today is a unique approach to human resource management that seeks to gain a competitive edge via the tactical development of competent and highly motivated people by combining cultural, structural, and HR methods. (Sitorus 2017). If TM strategies are in appropriately laid in an enterprise, employees will be able to contribute effectively and fruitfully to the attainment of the organization's goals and objectives (Alharebi & Khalil., 2019). Employee empowerment results from EE strategies, which support employees in making decisions and using their creativity to solve problems creatively. Engaged employees are more dedicated to their work, more productive, and more devoted to the company. These employees have positive attitude towards the work and coworkers and always vigilant about the business environment around them (Theuri, 2017). Many authors asserted employee engagement’s as a psychological state that has developed by the employee's interaction in the job place and awareness of the work environment in which they perform their day to day activities. (Khan, 1990; Turner, 2020). The primary drive for this study is to fill some gaps in literature review regarding the association between TMP and EE. Secondly the study tries to examine the association between TMS (talent acquisition, learning and development, retention and

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career management) leading to POS in turn impacting EE.

## 2 LITERATURE REVIEW

### 2.1 Talent Management Practices

The TM concept was introduced by McKinsey Consultants, in the book titled “The War for Talent” in 1998 (Michaels et al., 2001). In the present framework the organizations are functioning in dynamic environments that are characterized by erratic technical, political and economic changes (Oreg et al., 2018), demonstrating how human resources policies plays a significant role for successful existence, sustainability of organization and its intellectual capital. The best strategy adopted by organizations are TMPs like identification, development and management of high potential in the organization, so as these employees add value to the company at present and future (Lyria, 2013). A lot of ambiguity is prevalent in understanding the concept of talent management due to various definition given by numerous authors. For some it’s mastering of a competence in one domain of human activity, for other it’s resourcefully completing the task and developing the competences (Dries, N. 2013). Even while defining the concept of TM differs among various organizations, for few it would be concentrating on sustainability, for others it’s would on identifying high potential employees, for few the strategies of HRM practices aimed at internal development of talent. (Cooper, D.R.; Schindler, P.S. 2003). There are numerous TMP, but for the study we have adopted four strategies like talent acquisition, learning & development, talent retention and career management.

#### 2.1.1 Talent Acquisition (TA)

Prior to talent acquisition, the phases starts with talent attraction through strategies as shorter selection cycle, sound employer branding, building employee value prepositions and selecting suitable talent that maps with organizational culture and values. Talent acquisition aims to invite the potential workforces having the requisite qualifications and the right fit for the positions open Songa, J.V, Oloko, M. (2016), so that their onboarding leads to improvement and sustainability the organizational performance (Boxall, P, Purcell, J.2003).

### 2.1.2 Learning & Development (L&D)

Organizations learning is becoming an norm special in service sector, the learning and development are taking up by the organizations to develop new procedures, new technologies to develop day to day knowledge and skills of employee. These are implemented by organizations for ease of adoption of changing internal and external environment, to gain competitive sustainable environment and also successfully compete with their rivals. To gain competitive advantage the top management first needs to identify employees have any technical or qualification deficiencies and leverage on strategies of learning and development. On this statement, Phillips, D.R.; Roper, K.O. (2009) recommended that the strategy formulation for the employees should be tailored specific for different generations to keep them engaged. The strategies need to be focused on employee’s personal growth, professional development and to map with work life balance.

#### 2.1.3 Talent Retention (TR)

Talent retention is a strategic procedure to encourage talented employees to be retained and sustained by organization for a longer duration of time (Tephillah, V.S.; Swamalatha., 2015). The strategies that can be adopted by for retention of talent are by motivating the employees, providing them with competitive compensation, up skilling them with latest training and also creating a path for career advancements (Devi, S. 2017). Consequently, the retained talent employees leave a great impact on both financial and operation of the organization.

#### 2.1.4 Career Management (CM)

Career management comprises activities like collecting information of employees as their area of interest, the norms that that follow, the career objectives they have, the skill strength and weakness they possess, integrating all these career strategies to attain the prospect career goal (Greenhaus et al., 2000). The career management activities adopted in any organization maybe both formal and informal activities as providing an employee job rotation to learn various job roles on the floor, employees can enrich their knowledge by various seminars or conferences and providing different avenues for self-improvement. A clear cut career path should be formulated for high potential employees to climb the ladder of top management in subsequent years.

## 2.2 Perceived Organizational Support

POS is an opinion of an employee about its employer on how much the organizations that he serves values and care about the contributions and wellbeing about them. Employees having POS work harder to achieve the organizational goals also they engage with their work along with brining positivity around. The concept of POS rests on social exchange theory (Eisenberger, et al., 1986). Based on the study by (Lee., 2004), the norm of reciprocity relationship is more relevant in today’s economic environment due to changing norms of technology and globalization. In present dynamic work environment employees complete complex work assignment involving longer working hours with integrated teams. For this the team needs to be motivated constantly give them requisite resources, support them for better work outcomes. To get better outcomes the managements representatives, supervisors constitute frontline and these are responsible for performance feedback and empowerment of employees. The application of talent management strategies to promote POS helps in improving employee behavior and as a result leads to higher employee engagement. Employee engagement has been documented as a significant ordinal outcome of POS (Shams et al., 2020). Further this study will link POS between TMPs and EE.

## 2.3 Employee Engagement

The maiden work done in the arena of employee engagement was by (Kahn., 1990, p. 700 & 718)

stated engagement as an instantaneous employment and countenance of an individual’s “preferred self in work behavior that promote themselves and others using “physical, cognitive and emotional ability to full perform the role”. He further stated the three states related to engagement were dependent upon individual himself, the intergroup influences along with the organizational aspects. Based on the study by (Schaufeli et al., 2002) states engaged employees experience a positive work related state of mind that are characterized by vigour which is linked to energy and mental resilience at work, followed by dedication where an employee is strongly involved in one’s work and finally absorption being engrossed in their work. Saks (2019) postulated that employees do not perform only one task but usually do two roles one as the work role demands and another as a member of organization. The present study considers three levels of engagements as “Cognitive, Emotional, and Behavior Engagement”. Based on the gap of literature review following hypothesis were formulated.

## 3 PROPOSED THEORETICAL FRAMEWORK AND HYPOTHESIS IS FRAMED

The proposed theoretical framework that incorporates is illustrated below.

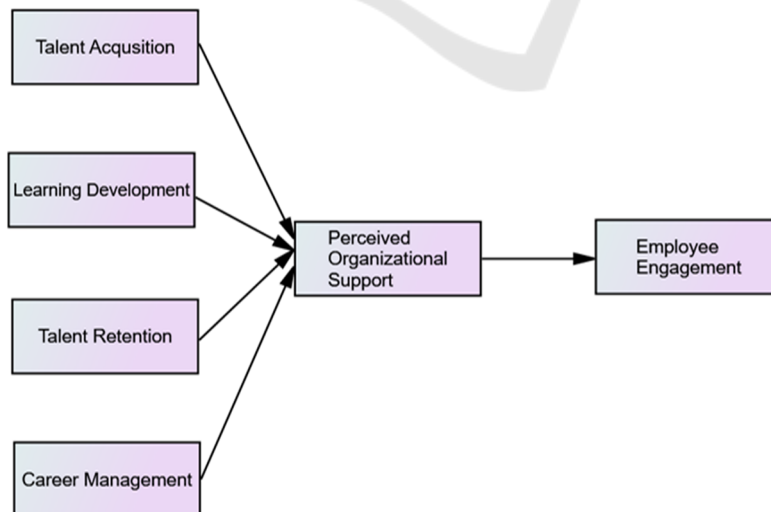


Figure 1: Conceptual Model of Author

The conceptual model of the author based on the literature gap have taken antecedents of POS as talent acquisition, learning and development, talent retention and career management leading to employee engagement. The previous study stated this gap in analyzing POS on EE.(P Nagpal & Senthil Kumar., 2017). The present study tries to study the impact of POS on EE

### 3.1 Objectives & Research Hypothesis

The hypothesis of the study for the examination of factors TMP and POS influencing the EE is presented below.

H<sub>1</sub>: Talent Management Practices positively impact Perceived Organizational Support.

H<sub>2</sub>: Talent Management Practices and Perceived Organizational Support have a positive and significant impact on Employee Engagement.

### 3.2 Research Problem

The empirical study seeks to ascertain how TMPs and POS relate to employee engagement in Bengaluru's mid-sized IT firms. Both qualitative and quantitative methodologies were employed to collect, examine, and present the study's findings. Surveys are used to collect primary data, while databases are searched electronically for relevant published studies to get secondary data from.

### 3.3 Tools, Sample, Procedure, Constructs of the Study

The structured questionnaire had 35 statements excluding demographics and all the items were measured by five point Likert scale (1-5). The TMPs questionnaire are adopted (Lyria R.K., 2013). The POS questionnaires' are derived from (Eisenberger et al., 1986) and engagement by (Shuck, B., et al., 2017). The IT sector consists of tech services, consulting and outsourcing with a contributing GDP of 7.4% and revenue of \$230 billion in the financial year 2022, Bangalore is known as the Silicon Valley in India with 1.5 million employees in the IT and 50% of top IT companies situated here (ibef.org). Thus IT companies have been chosen as the population, convenience sample is adopted to choose eight mid-sized IT companies in Bangalore having employee size between 50 to 249 that are in software development and these companies were ready to take part in the survey. Simple random sampling has been adopted to choose the respondents and 65 participants

were randomly chosen from each company and questionnaire was distributed to 520 respondents among them 457 were the useable responses that were furthered used for analysis, analysis was done with SPSS 25 with various test. The present study consisted of three variables in cumulative, namely: Talent Management Practices, Perceived Organizational support and Employee Engagement.

## 4 DATA ANALYSIS AND INTERPRETATION

The data analysis part consisted of validity and reliability of the tool, the results and interpretation.

### 4.1 Validity and Reliability of the Instrument

Table 1: Internal Consistency (Cronbach Alpha).

Sl No	Variable	No of Items	Cronbach's
1	TMP	15	0.841
2	POS	8	0.808
3	EE	12	0.927

Table 1, interprets the Cronbach's alpha reliability coefficient values, in all the above scales the values are greater than 0.800 and these values are considered good based on the study by (George and Mallery., 2003).

### 4.2 Demographic Characteristics of the Respondents

Total sample size was 457. The demographics comprise of 258 were represented by male, and 199 female participants. The age group of 20-30 are 272, 31-40 are 127 and 41 and above 58. The designation these IT professional had were as software engineer 282, senior software engineer 153 and Team lead 22.

### 4.3 Influence of TMP on POS

Table 2: Multiple Regression Analysis - Influence of TMP on POS.

Variables	B	SE of B	t value	P value
Constant	4.705	0.307	4.005	0.001**
TA (X <sub>1</sub> )	0.466	0.057	8.204	0.000**
L&D (X <sub>2</sub> )	0.320	0.131	2.441	0.015*
T&R (X <sub>3</sub> )	0.138	0.060	2.303	0.021*
CM (X <sub>4</sub> )	0.780	0.091	8.563	0.001**

**Multiple R value = 0.746      R<sup>2</sup> value = 0.557**  
**F value = 142.287   P value = <0.001\*\* <0.005\***

Table 2 states, R<sup>2</sup> is 0.557, indicating that 55.7% of the variation in POS can be explained by the four TMPs variables considered. Furthermore, the F value of 142.287, obtained from the regression analysis, establishes the overall significance of the model.

**The multiple regression equation is -**

$$Y = 4.705 + 0.466X_1 + 0.320X_2 + 0.138X_3 + 0.780X_4$$

From the regression analysis it was found that coefficient of X<sub>1</sub> is 0.4705 represents the partial effect of talent acquisition on POS by holding other variables as constant and with the p value <0.000 at 95% confidence interval, POS would increase by 0.4705 for every unit increase in talent acquisition, like wise for all other factors as stated in table 2.

#### 4.4 Multiple Regression Analysis – Influence TMP, POS & EE

Table 3: Variables in the Multiple Regression Analysis TMP&POS on EE.

Variable s	B	SE of B	t value	P value
Constant	11.013	12.186	16.027	<0.001**
X <sub>1</sub>	0.366	0.054	6.838	<0.001**
X <sub>2</sub>	0.708	0.091	7.789	<0.001**

**Multiple R value = 0.681      R<sup>2</sup> value = 0.463**  
**F value = 195.932      P value: <0.001\*\***

**The multiple regression equation is**

$$Y = 11.013 + 0.366 X_1 + 0.708 X_2$$

The positive sign of this coefficient suggests a positive relationship, implying that for every unit increase in POS, EE would increase by 0.708 units. Like the coefficient for TMPs, the coefficient for POS is also statistically significant at the 1% level, underscoring its strong impact on EE.

## 5 RESULTS AND DISCUSSIONS

The study found TMPs influences EE by providing support to both the hypothesis. Hypothesis H<sub>1</sub> proposed that TMPs significantly influence POS, and this hypothesis was accepted with TMPs accounting for 55.7% of the variance in POS. Hypothesis H<sub>2</sub> suggested that both TMPs and POS significantly influence EE, and this hypothesis was also accepted. The study found that TMPs and POS together explain

46.3% of the variation in EE. Thus, the study confirms the relationship among TMP, POS and EE (Sumarto, L., & Rumaningsih, M. 2021).

### 5.1 Managerial Implications

Increasing EE is a critical issue for managers. Researchers are paying a lot of attention to EE as it is critical to organizational effectiveness leading to productivity, loyalty, along with leveraging a huge impact on customer satisfaction and building the brand image of the organization (Gruman & Saks 2011; Lockwood, 2007). Employees probably will increase their engagement altitudes if they have a greater impression of management support and believe they are treated fairly well along with the acknowledgement of their contribution towards organization. Thus this study provides a noteworthy guidance’s to the managers and policy framers about the factors that enhance EE among the workforce. Practically speaking, the managers from Indian IT sector can benefit greatly from the present research’s findings to enhance EE in service sector and knowledge workers. Moreover this study gives insight in adopting various TMP like talent acquisition, learning and development, talent retention and career management so that employees have positive perception towards POS thus leading to EE. The study supports on the idea of choosing the right TMP to develop strong POS to enhance EE in turn leading to employee satisfaction and elevating productivity levels.

### 5.2 Recommendations for Future Research and Limitations

The future study can delve into multiple areas to gain a deeper understanding of how these TMP operate and their impact on organizational outcomes. The scope of the study can be boarding by including various industries, sectors, or countries can significantly enhance the robustness of the evidence available. Additionally, adopting a longitudinal research method could yield more comprehensive findings while minimizing the risk of potential bias in employee perceptions.

## 6 CONCLUSION

This study explored the TMPs and POS leading towards EE. TMP primarily like career management, talent acquisition, learning and learning & development and retention impacted POS and this



leading to EE. The study adds to the body of knowledge both empirically and quantitatively examining the relationship between TMP and EE in an Indian IT context. Many studies have not found link between TMP, POS and EE as outcome variable. The study also suggests to examine the same relationship in other country, sectors and longitudinal parameters to replicate the finding.

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