
AN EMPIRICAL STUDY AMONG HEALTHCARE EMPLOYEES EXAMINED THE EFFECTS OF TALENT MANAGEMENT PRACTISES ON EMPLOYEE PERFORMANCE

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Abstract

The goal of this study was to ascertain how talent management techniques affected employee performance among those working in Indian healthcare organizations. Design and methodology were cross-sectional and quantitative in this study. Convenience sampling was used to choose the sample from the population. 364 individuals from healthcare organisations made up the study's sample, which was used to assess how well each employee performed as a result of talent management strategies. Data was gathered via a questionnaire. Findings: The study's findings showed that talent management practises, such as hiring and selecting employees based on their potential, providing them with coaching and mentoring to help them grow, and paying employees well enough to keep their best employees, have a considerable positive impact on employee performance. Practical Implications: By putting the study's findings into practise in the human resource management departments of healthcare organisations, human resource managers may be able to effectively manage talented people and inspire them to perform well in order to achieve organisational goals. Health care organisations should create talent management strategies and procedures to attract, develop, and keep competent staff members who can meet the organization's present and future demands.

Keywords- Talent Management Practices, Employee Performance, Talent Attraction, Learning and Development Retention

Introduction

Personnel management is essential for organisations to compete successfully in the age of global competition

by resourcing the necessary personnel. Under order to sustain an organization's competitive edge under difficult circumstances, skilled people' performance is vital (Mkamburi & Kamaara, 2021). Furthermore, according to (Taha, Gajdzik, & Zaid, 2015), implementing talent management practises like identifying, luring, selecting, training, and retaining individuals can assist organisations in utilising the skills and performance of talented employees in order to achieve success on both a local and international level. The pool of talent management-related activities also includes recruiting, choosing, training, and retaining talented employees in order to reveal their potential as competent individuals who perform well within organisations and excel at particular tasks (Scullion & Collings, 2011). Keeping in mind the changing context, management of talent thus turns out to be a key factor for department of human resource management within organisation to meet the present and future demand of talented workforce (Collings, Sc). Organisations are facing difficulties in attracting pool of talented employees, their learning and development, and retention to meet the anticipated needs in continuously changing environment. On the one hand, organisations must allocate resources to meet their current and projected talent requirements in order to contend successfully and gain a competitive advantage. This is made possible by the superior performance and management of qualified employees. On the other hand, talent management strategies are important in creating competent workers within the current workforce to gain an advantage over rivals (Mary, Enyinna, & Ezinne, 2015).

Practises for managing talent are now receiving more attention because of their potential to give an organisation a competitive advantage over its rivals, even if this is not a practise that has been widely adopted by all types of organisations. Numerous studies have been conducted on talent management strategies and employee performance, but no significant research has been done in the context of Indian healthcare organisations. Furthermore, (Ingram & Glod, 2016) claimed that there hasn't been much research done on talent management strategies in healthcare organisations. This study aims to close this gap by investigating how talent management strategies affect employee performance among staff members working in healthcare organisations. The primary goals of this study were to ascertain the relationship between recruitment and selection for talent attraction, coaching and mentoring for talent learning and development, and employee performance, as well as the relationship between compensation for talent retention and employee performance.

Literature Review

Talent Management and Employee Performance

Talent management is defined as a set of organizational designed practices to attract, develop, deploy, retain

talent as well as management of career to attain future demands aimed at getting the right individual in the right job (Cappelli & Keller, 2014). According to (Muriithi & Makau, 2021), talent management practices is elaborated as human resource progression to gain competitiveness and now a days it become an area of concern for organization to manage the talent effectively and efficiently. Moreover, (Gupta & Aggarwal, 2012) asserted that talent management is well thought-out as the mainstay of human resource management, to meet organizational objectives through talented employees. For organizations to compete in present-day business environment, they must design appropriate practices to attract the talent through recruitment and selection, develop the talented individuals to meet the current and future skills requirement, manage and retain them to be better able towards managing the competition (Stahl et al., 2007).

For all organizations to accomplish competitive gain over other competitors is possible through performance of talented employee. Thus, employee performance is the outcome created by action of individual over a specific time to fulfill the desired task or the ability of person to accomplish organizational goals (Shaikh, Tunio, & Shah, 2021). (Ndolo, Kingi, & Idua, 2021) evaluated the influence of talent management practices on employee performance. They indicated significantly positive effect of talent management practices include talent development, career development & work-life balance on performance of employees. On the other hand, (Dixit & Dean, 2018) also specified positive effect of talent management practices on employee performance and job satisfaction. In addition, (Mangusho, Murei, & Nelima, 2015) also specified that talent management practices affect employee performance. This study is grounded on two theories related to management of talent include the Maslow hierarchy of need and human capital theory.

Attraction of Talent

Talent management begins with practices of recruitment and selection in organization (Alruwaili, (2018)). Moreover, (Armstrong, 2006) specified that there are numerous ways to attract talented individuals, but one of the crucial aspect among other is recruitment and selection. This is considered as significant task for organization to recruit a pool of talent and then choose the potential individual from that pool which will ultimately steer organization towards success (Rabbi, Ahad, Kousar, & Ali, 2015). Talent attraction through recruitment represent a vital phase in management of talent to determine which workers will be able to serve the organizations effectually while selection is elucidated as capabilities of talent assessment to fulfill the task of job appropriately ultimately lead to hire the right individual in right job (Bratton & Gold, 2021). (Oaya, Ogbu, & Remilekun, 2021) explicated recruitment as a process of discovering talented personnel for

currentor expected vacancies whereas selection is a method of selecting suitable individual for the job. Recruitment is explained as candidate search while selection is demarcated as elect the person to do the job. Thus, to hireand selecting the right employee in the right job eventually affect the organization as well as employee performance (Anosh, Hamad, & Batool, 2014).

According to (Pahos & Galanaki, 2018), recruitment and selection can be a technique to improve performance of individual employee through familiarizing talented individuals as well as providing opportunity to perform in organization. They also specified positive relationship between staffing (recruitment & selection) practices and employee performance. (Rahmany, 2018) employed deductive approach to assess influence of recruitment & selection processes on employee performance. Result confirms a positive relationship between recruitment, selection and employee performance. (Jolaosho, Olayink, Raji, & Akintan, 2018) did survey research to examine the effect of recruitment and selection on performance of employee. They revealed positive impact of recruitment and selection on performance of employee. They further concluded that recruitment and selection is of greater importance to attract competent employee who can perform better in future to attain the organizational objectives. Thus, the subsequent hypothesis is anticipated for this study:H₁: Recruitment & selection for attraction of talent positively influence employee performance.

Learning and Development of Talent

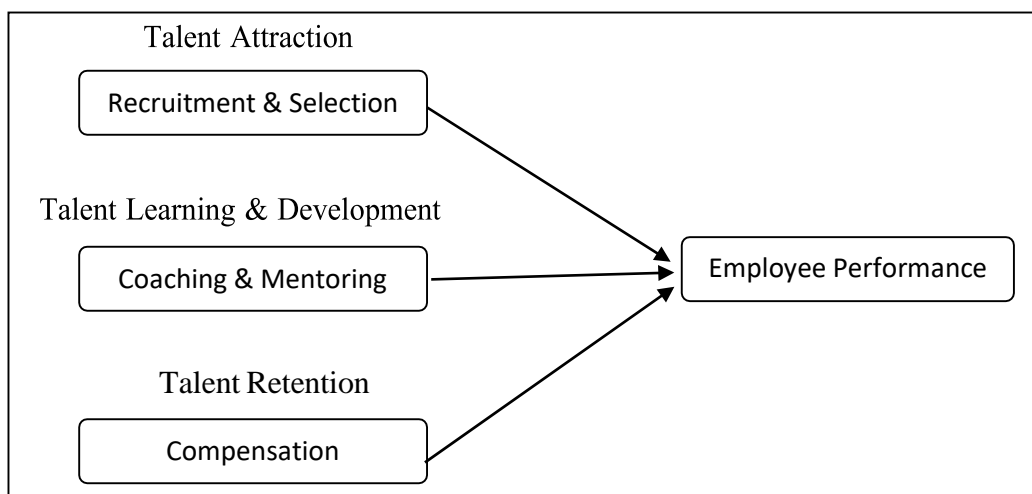
Learning and development of talented employee has become a mainstay for organizational success, without unceasing learning & development it may become problematic for employees to maintain their performance in today's competitive era. Therefore, learning and development is important for employees towards upgrading the skills to meet the needs of continuously changing environment (Rabbi et al., 2015). On the other hand,(Mangusho et al., 2015) asserted two main aspects for learning & development of talent i.e. coaching and mentoring. According to(Khakhwani, Aslam, Azhar, & Mateen, 2012), coaching and mentoring are vital tools used in many corporations to advance employee performance. Perhaps, employees not perform well due to lack of skills and capabilities. Therefore, execution of mentoring and coaching practices by organizations aids workers to develop skills to meet the existing and anticipated performance requirement at work. Coaching is one-to-one intervention for learning and development that utilize a goal-focused approach in developing the potential employees skills and competency (Achi & Sleilati, 2016; Jones, Woods, & Guillaume, 2016). Coaching is elucidated as a process to improve skills & capabilities of individuals to enhance work-related performance (Utrilla, Grande, & Lorenzo, 2015).

Retention of Talent

Retention of talent is of greater importance for organization to maintain competitiveness this is possible through executing compensation practice to avert employees from exiting the job (Chiekezie, Emejulu, & Nwanneka, 2021; Nzewi & Chiekezie, 2016). On the other hand, (Mabaso, 2016) also asserted that retention of valuable employees has ascended as the prime challenge for organizations. Thus, compensation appear to be viable approach in retaining talented employees to the growth and accomplishment of organizational goals. Compensation is demarcated as returns arising from employees employment (Dessler, 2013). A process through which personnel for their input are compensated in organization (Sharma, 2013).

Theoretical Framework

The following theoretical framework has been developed after an in-depth review of literature regarding



talent management practices and employee performance.

Research Methodology

A cross-sectional study design was used for this study. The quantitative approach was employed by using the questionnaire that encompassed questions measuring recruitment and selection, coaching & mentoring, compensation and employee performance. To select the sample from the population, non-probability convenience sampling was utilized. The sample of the study was comprised of 364 employees including paramedical & administrative staff and physicians working in different healthcare organizations in Delhi, India to determine the performance of employee because of talent management practices. To measure all the variables, developed scales were adopted from (Eby, 2013; Saifalislam, Osman, & AlQudah, 2014; Singh, 2004;

Tabouli, Habtoor, & Nashief.S, 2016; Taruru, Keriko, Ombui, Karanja, & Tirimba, 2015). Reliability, correlation and regression analysis were performed by using SPSS to assess the hypotheses.

Findings

Reliability Statistics

Reliability analysis was applied to determine the internal consistency of variables. Analysis of internal consistency revealed the value of alpha for recruitment and selection was 0.745, N=5 whereas the alpha value of coaching and mentoring was 0.983, N=13. For Compensation the value of alpha was 0.891, N=5 while for employee performance value of Cronbach alpha was 0.825, N=8. Thus, the questionnaires used in this study was reliable as the value of alpha was above the acceptable limit of 0.7 among all variables (Nunnally & Bernstein, 1994).

Table 1 –Reliability Statistics

Variables	Cronbach Alpha Value	Number of items
Recruitment & Selection	0.745	5
Coaching & Mentoring	0.983	13
Compensation	0.891	5
Employee Performance	0.825	8

Table 2 shows the correlation value of all variables. The analysis of correlation specified a positive relationship between recruitment & selection and employee performance ($r= 0.779$, $p= < 0.05$) while positive correlation also exist between coaching & mentoring and employee performance ($r=0.801$, $p=< 0.05$). Compensation showed a positive association with employee performance ($r=0.834$, $p= <0.05$).

Table 2 –Pearson correlation (Recruitment and Selection, Coaching and Mentoring, Compensation & Employee Performance)

Variables		EP	R&S	C&M	C
EP (N=364)	Pearson Correlation	1	.779	.801	.834
	Sig. (2-tailed)		.000	.000	.000

Note: EP (employee performance), R&S (Recruitment and Selection), C&M (Coaching and Mentoring), C(Compensation).

Table 3 displays the multiple regression analysis summary in which recruitment and selection, coaching & mentoring, compensation were independent variables while employee performance was dependent variable. Regression analysis gave significantly positive outcomes as value of $p < 0.05$, $F(3, 360) = 332.932$, value of $R^2 = 0.735$ which indicates that the total variation in employee performance has been explicated by recruitment & selection, coaching & mentoring and compensation. Therefore, un-standardized beta (β) of recruitment and selection was 0.258, $p < 0.05$ which specifies that recruitment and selection has positive and significant effect on employee performance, coaching and mentoring ($\beta = 0.170$, $p < 0.05$) which shows that coaching & mentoring has significantly positive effect on employee performance and compensation ($\beta = 0.389$, $p < 0.05$) which indicates that compensation has positive and significant effect on employee performance.

Table 3 –Regression Analysis

Variables	B	Std. Error	t	Sig.
Recruitment and Selection	.258	.055	4.696	.000
Coaching and Mentoring	.170	.046	3.723	.000
Compensation	.389	.051	7.566	.000
	R=0.857	R ² = 0.735	F (3,360) = 332.932	

Discussion

The practises of talent management and their impact on worker performance in healthcare organisations were the main topics of this study. Because the results of this study indicate a positive and significant effect with a p value less than 0.05, the first hypothesis of this study, that recruiting and selection for attracting talent favourably influence employee performance, is accepted. In order to attract talented individuals, recruiting and selection are crucial, as this has an impact on how well employees perform in healthcare organisations. The study's findings are consistent with those of the investigations conducted by Jolaosho et al. (2018), Pahos & Galanaki (2018), and Rahmany (2018). As long as the p value is less than 0.05, the study's second hypothesis—that coaching and mentoring for talent development favourably influence employee performance—is accepted. As a result, coaching and mentoring are seen as essential tools for improving employee performance in the healthcare industry. The findings of multiple investigations (Mundia & Iravo, 2014; Neupane, 2015; Raza et al., 2021) are consistent with these findings. The final hypothesis of this study, that compensation for talent retention favourably influences employee performance, is likewise accepted because the p value is less than

0.05. As a result, talent retention through compensation is a successful strategy for both improving employee performance and preventing talented workers from leaving their positions. This study's findings agree with those of (Hameed et al., 2014; Sulaefi, 2018). This study presents empirical data on the relationship between employee performance and talent management strategies. Therefore, attracting, nurturing, and maintaining talent is crucial for today's organisations because doing so enhances employee performance. Therefore, in a changing climate, all organisations, including those in the healthcare sector, must reevaluate their methods for managing people in order to more effectively use employees' skills and gain an advantage over rivals.

Conclusion

In particular, recruitment and selection for attracting talent, coaching & mentoring for learning & development of talent, compensation for talent retention, and their impact on employee performance were evaluated in this study. This study shows that talent management practises, including recruiting and selection, coaching and mentoring, and remuneration, have a considerable positive impact on employee performance. Health care organisations should create talent management strategies and procedures so they can attract, develop, and hold onto talent to meet present and future organisational and competitive lead requirements as well as to improve organisational performance through employee performance. The opinions of (Collings et al., 2015) which claimed that talent management is a strategy to recruit, retain, and develop people to fulfil present and future needs of organisations, are validated by this study. In accordance with this, (Shaikh et al., 2021) asserted that all organisations can achieve an advantage over rivals through the performance of brilliant employees. Additionally, according to the study's conclusions, organisations should create effective management strategies for their exceptional staff members so they may work towards their targeted outcomes. Future scholars should instead look into how talent management strategies affect how well organisations perform. To further extend the perspective, additional facets of talent management practises should be researched.

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