

Talent Management: An Indispensable Part of Learning Organizations

***Dr. Shalu Kotwani,**

Assistant Professor, PIMR, Indore, shalu.kotwani@gmail.com

****Dr. Anubhuti Sharma,**

Associate Professor, SPIPS, Indore, anubhuti1405@gmail.com

*****Dr. Mahesh Joshi,**

Associate Professor, SPIPS, Indore, Maheshjjoshi@rediffmail.com

Abstract:

Organizations implement talent management as a strategic approach to retain their most skilled employees and enhance overall performance. This entails identifying top talent, nurturing their development for future leadership roles, assessing and monitoring their performance, and implementing measures to retain them. The effectiveness of an organization heavily relies on the performance of its personnel. If employees possess unique competencies that competitors cannot replicate, the organization gains an instant competitive advantage. Consequently, organizations are prioritizing the development of efficient systems and processes for talent management to effectively manage this valuable human capital and drive growth and profitability.

Given the critical importance of retaining top talent, organizations invest significant efforts in retaining key personnel to prevent the loss of valuable knowledge and expertise. The study aimed to investigate the impact of talent management on employee satisfaction levels within specific learning organizations. The findings reveal that talent management significantly influences employees' levels of satisfaction and sense of belonging within the organization.

Keywords: Talent Management, Dimensions, Learning Organizations

Introduction:

With the sudden and unexpected variations in the environment, the functions and priorities of learning organizations are also changed. The era has gone when technological change and uncertainty were the features of corporates and industries only. Nowadays, even the so-called static learning organizations are also adapting to changes to subsist in this viable world. An organization can survive only if it has accurate human resources because they are the lifeblood of the organization. This is the reason why human resources are considered assets of the organization. With the increasing uncertainties and complexities, now it has become the most prominent function of learning organizations to carefully uphold their human capital. The organization can effectively earn positive returns on its investments in human resources only if it has an appropriate talent management system (TMS).

The term 'talent management' was devised by McKinsey & Company in 1997 which refers to the countless aspects of human resources that are most likely to affect business success. In the words of Deschamps et al. (2020), the organization can survive in this competitive world only if it has the ability to adapt the changes. This ability to adapt to change in an organization depends on how it is managing its talent. Like other organizations, learning organizations have also accepted the importance of talent in their survival. Learning organizations are also known as knowledge-based organizations whose existence and victory depend on the knowledge, expertise, excellence, and competence of their faculties (Priyadarshini et al., 2016). This is the reason why learning organizations are now giving more importance to talent management. With the increase in the worth of talent management, it now took the face of strategy rather than merely a function of the learning organization.

There exist various perspectives on talent, with some researchers defining it as an inherent quality while others argue that it can be cultivated. Burkus and Osula (2011) propose that talent is innate yet can also be acquired, emphasizing its identification and development from an early stage. Conversely, psychologist Carol Dweck links talent to mindset, distinguishing between fixed and growth mindsets. Individuals with fixed mindsets view their talent as static and do not actively seek its development, whereas those with a growth mindset endeavor to enhance their talents through dedication and effort. Dweck (2013) advocates that individuals with a growth mindset tend to achieve greatness.

Talent management is characterized as an organization's strategy for recruiting and developing employees to ensure their long-term retention. Effective implementation of this strategy can lead to improved organizational and employee performance. According to Sparrow and Makram (2015), talent management encompasses an integrated planning process that involves recruiting, developing, managing, and compensating employees. Similarly, Polonia (2017) defines talent

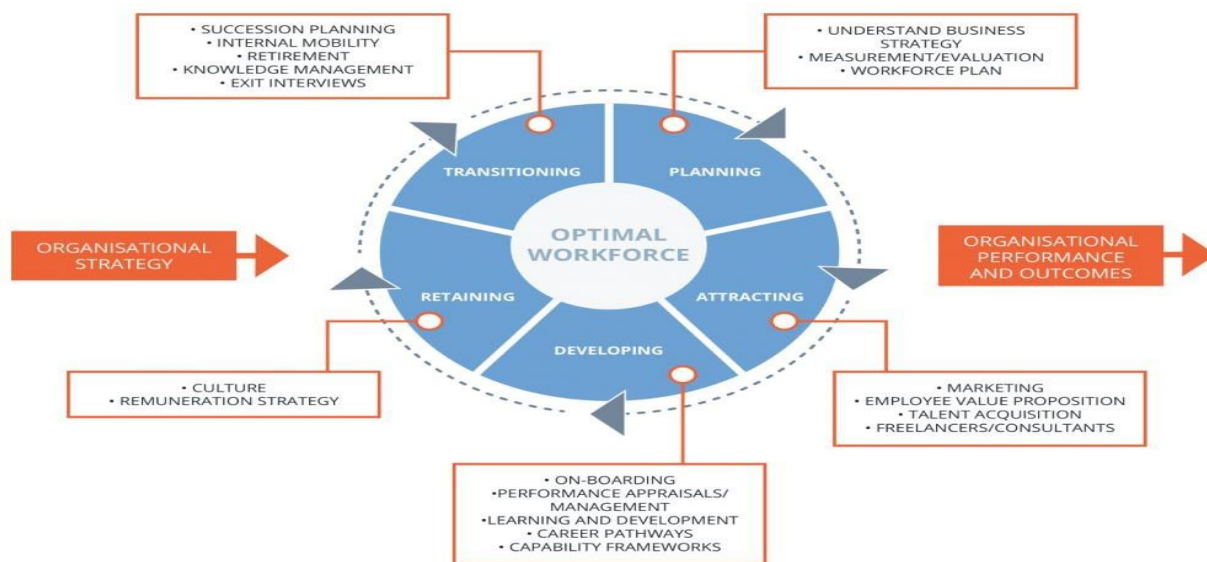
management as the comprehensive process of recruiting, training, managing, developing, appraising, and retaining the organization's most valuable talent. In essence, talent management comprises interconnected elements that contribute to the success of the organization.

Table 1. Definition of Talent Management (Slice & Dawille, 2010: 16)

Avedon	Talent Management is an integrated set of processes and methods used by an organization to attract, maintain, develop, and achieve the strategic goals of the organization.
Graddick	The organization's ability to attract, develop and retain key talents in the light of future strategic business needs.
Cerrone	Attracting the maintenance and development of individual's talent with regard to the job they have in the organization
Kapli	A process that the employer anticipates the human recourses required, to meet the overall goals of the organization.
Jackson & Schuler	Human resource planning that ensures that the right person is at the right time at the right position.
American Productivity and Quality Center	The ongoing process of attracting development and retaining employees in an organization
Sloan et al.	Strategic talent management is to put the right person at the right position and at the right time
Velins et.al,	Planning for the recruitment, development, promotion and maintenance of individuals in accordance with the goals of the organization in the present and future
Morton	Talent management refers to individual innovation and how it develops, and knows talent as individuals who significantly affect the performance of the organization both in the present and future.
Lawler	The talent management system is helping the prominent individuals of the organization to understand the expectations of the organization and to increase their experience. It also provides the conditions for employee development according to their competency

On the basis of the above studies, it can be concluded that talent can be acquired and developed too. Therefore, it is very important to implement this process very carefully. The process of talent management can be explained with the help of the following figure 1:

Figure 1. Process of talent Management



Source: expert360.com

Similar to other organizational processes, the initial stage of talent management involves planning. Planning is a methodical process that entails identifying gaps, determining human capital requirements, and crafting job descriptions for key positions to ensure the right individuals are placed in appropriate roles.

Following planning is the stage of attracting talent. After establishing the plan, the focus shifts to identifying sources to

fulfill the organization's talent needs, which can be either internal or external. The objective here is to attract and recruit suitable candidates. The success of this phase hinges on the discernment of the employer, as they dictate the desired quality of employees.

Once a pool of applicants is attracted, the selection process ensues. This stage involves various assessments to gauge the suitability of candidates, such as written tests, interviews, group discussions, psychometric evaluations, and comprehensive scrutiny of publicly available information. This aids in forming an accurate understanding of each candidate's capabilities. Additionally, AI and software tools assist recruiters in identifying ideal matches for organizational requirements.

Subsequently, the development of acquired talent becomes paramount. While organizations aspire to have skilled human resources, the dynamic nature of technology necessitates continuous skill enhancement. Development initiatives and strategies undertaken by the organization are crucial in improving both organizational and employee performance, fostering loyalty, and enhancing engagement.

The development phase commences with an effective induction program to facilitate employee acclimatization, followed by providing ample opportunities for skill, aptitude, and proficiency enhancement. Simultaneously, assurance of career growth is provided through counseling, coaching, mentoring, and job rotation schemes.

However, all prior efforts may prove futile if talented employees opt to leave the organization. Hence, the subsequent step of talent retention becomes imperative. Retaining talent involves offering promotions, increments, growth opportunities, participation in special projects and decision-making, training for advanced roles, and implementing rewards and recognition programs for deserving employees.

Finally, the concluding step in the talent management process is termed as transitioning, which entails acknowledging employees as integral parts of the organization. This is achieved through individual employee growth initiatives. Many organizations adopt practices such as providing retirement benefits, conducting exit interviews, and executing effective succession planning in this phase.

Magnitudes of Talent Management

According to Oltra (2013) and Vivas-Lopez (1853), in the competitive and dynamic era of 21st century, talent management is considered as one of the sources of competitive advantage for the organizations. On the basis of various studies referred, it can be concluded that talent management is still in its youth phase. Talent management is the art and creativity of aligning business strategy with career development. The components of the talent management are related and inter-connected with the phases of talent management process. However, many researchers and authors have common thought as per the dimensions or magnitudes of the talent management is concerned, the most common and important dimensions of talent management that are explored further in the present study can be explained with the help of following figure

Figure 2. Magnitudes of Talent Management



Source: Original

The above-mentioned dimensions are further explained as:

Dimension 1. Recruiting and Attracting:

This dimension is related to the numerous aspects of requirement of human resources, some of them are:

- Applicants' attitude towards work
- Applicants' career goals
- Attitude of recruiters towards organisation
- Expectations of the applicants from the job
- Strategies to attract the different talents in the organization
- Strategies to recruit the different talents in the organization

Dimension 2. Compensation and Rewarding:

There is no substitute of this dimension. Every employee wants and need to be recognized and rewarded for their performance. To effectively manage talent, an organization should timely update its compensation and rewarding strategies and policies. This dimension comprises of the following points:

- Transparent promotion and rewarding policies
- Criteria for promotions and rewards
- Goal setting for every employee
- Clear and admissible salary and bonus structures
- Clear compensation strategy for different quantitative and qualitative criteria of employee

Dimension 3. Succession Planning:

This dimension is related to the identifying and developing talent for the key positions of an organization. The main focus of this dimension is on:

- Creating talent pool for administrator roles
- Available potentials
- Skills and competencies gap of available employees

Dimension 4. Training and Development:

The fourth dimension comprised of the combined efforts of employer and employee both in getting ready employee for future needs. The aspects related to this dimension are:

- Strategies related to the training and development of every employee.
- Developmental feedback
- Encouragement and motivation of employees to accelerate their potential.
- Mentoring, coaching and performance management.

Dimension 5. Defining and Retaining Talent

To effectively define and retain available talent, an organization should know about the requirements of all the generations. This dimension is related to the individual employee's goals and personal wants. The various aspects of this dimension are:

- Work culture and ethics.
- Career planning
- Work values and environment.
- Engagement of employee in organization
- Several remunerations package.
- Individual professional opportunities

Dimension 6. Organizational performance

The above-mentioned dimension is related to talent performance management. This dimension concentrates on the following aspects of talent management:

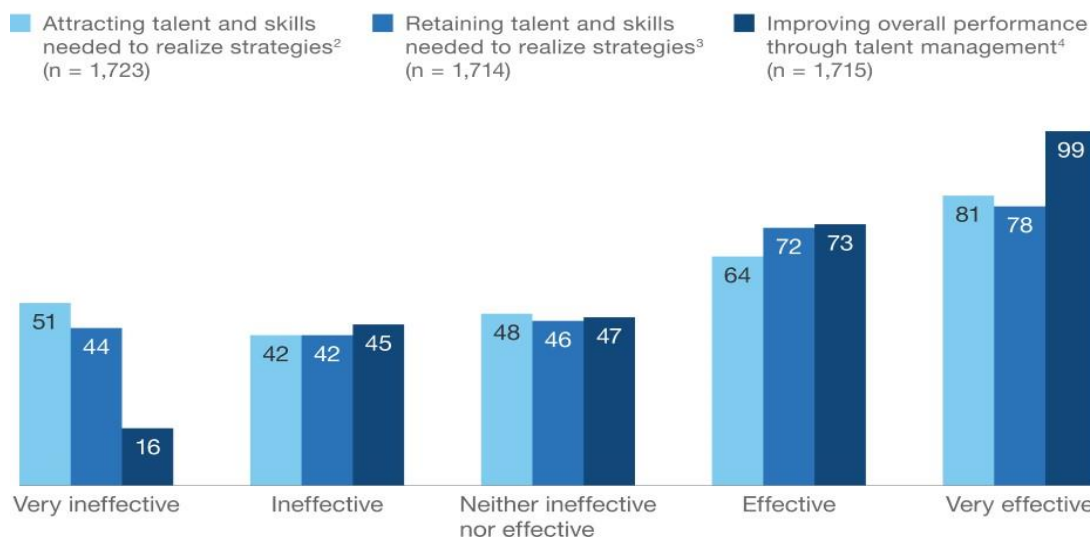
- Transparent and clear performance management policies
- Proper and reasonable goal setting for the employees
- Timely monitoring of the progress
- Unbiased performance appraisal process
- Continuous feedback
- Updated employee development plans
- Unbiased information sharing

Importance of Talent Management

Although there are uncountable benefits of talent management, yet it can be summarized in three points namely, it maximizes the value of your employees, it maximizes the value of the organization, and it secures the future of an organization and employee both. The importance of talent management is proved by one of the studies done by McKinsey & Company in 2021. The results of the research are as follows:

Figure 3. Mckinsey & Company Research

Respondents whose organizations have performed somewhat or much better than competitors over past 3 years,¹ based on effectiveness of talent-management practices, % of respondents



Source: www.mckinsey.com

Strategies of Talent Management

Talent management represents an ongoing process requiring vigilant and timely execution, systematic monitoring, and continuous refinement. To fortify their organization, learning organizations should embrace the following core talent management strategies:

The initial strategy revolves around meticulous job descriptions. Clear and comprehensive job descriptions provide stakeholders with a thorough understanding of job roles, streamlining the talent acquisition process by filtering out irrelevant applications. Components of a job description typically encompass job title and location, overarching duties and responsibilities, requisite skills, reporting structures, utilized tools and equipment, as well as salary and other monetary or non-monetary benefits. This clarity empowers both candidates and recruiters to make well-informed decisions.

The second strategy, termed person-organization fit, underscores the significance of aligning employees with

organizational culture. Employees who resonate with the organizational culture and values tend to exhibit higher levels of happiness and productivity. Achieving the right person-organization fit fosters enhanced employee engagement, satisfaction, loyalty, and overall performance.

Next, the collaborate-coach-evolve strategy emphasizes creating a culture of coaching, mentoring, and even reverse mentoring, alongside fostering constructive feedback and collaboration. These initiatives prepare employees for the future of the organization by nurturing their development and adaptability.

The fourth strategy, reward and recognize right, underscores the importance of timely and appropriate recognition of deserving employees. Both monetary and non-monetary rewards and recognitions play a crucial role in enhancing employee engagement and fostering a sense of belonging within the organization. The final strategy, opportunities for continuous improvement, focuses on providing employees with ongoing opportunities for growth and development within the organization. This approach ensures the perpetual enhancement, refinement, and augmentation of employees' skills, contributing to their professional advancement and the organization's overall success.

Literature Review

Ming et al. (2016) delineated the complexity of the talent management process within higher education institutions, asserting that organizational strategies leveraging highly skilled employees are vital for long-term growth and success. Similarly, Kim et al. (2014) emphasized the transformative potential of integrating talent and knowledge management within learning organizations, leading to enhanced academic performance and competitiveness. Voet (2014) underscored the necessity for continual adjustments in higher education performance standards to align with workforce demands.

In an Indonesian study, Abad-Segura et al. (2020) demonstrated the imperative for higher education institutions to devise transformational plans to adapt to evolving demands and optimize available resources. Moreover, Farooq et al. (2017) advocated for the recruitment of high-quality lecturers in learning organizations to drive innovation and navigate educational upheavals effectively.

Transformation in universities, as highlighted by Spee (2020), entails shifts in organizational values, culture, structure, and routines. Numerous studies, including Miiro and Otham (2018), illustrated the positive correlation between talent management and university transformation, thereby enhancing performance. Azman et al. (2016) defined university transformation as a paradigm shift in actual performance, requiring consistent decisions and actions aimed at altering organizational business models and strategies.

Private universities, as evidenced by Sułkowski et al. (2019), grapple with challenges related to financial resources, recruitment of talented personnel, research innovation, and reputation building. Consequently, Vlachopoulos (2021) proposed that these institutions reassess their governance structures and adapt to rapidly changing market dynamics.

Academics, per Mohamed Jais et al. (2021), play a pivotal role in inspiring talent growth by fostering conducive environments for talent cultivation. Similarly, Baporikar and Smith (2019) emphasized that talent management thrives in supportive environments, with institutional leadership bearing the responsibility for its provision. Conversely, Filho et al. (2020) contended that institutional leadership, embodied by top and middle management in universities, drives organizational vision and mission realization.

Furthermore, Powell et al. (2013) and Miiro et al. (2016) demonstrated the positive impact of talent management strategies on organizational performance, corroborated by Maghdomi and Keikha (2017) who highlighted the predictive role of teaching and educational climate components in university research performance.

Tatoglu et al. (2016) underscored the positive relationship between talent management focused on social capital-building practices and performance. Additionally, Whelan and Carcary (2011) and Kok and Lin (2018) elucidated the significant association between talent management and higher education performance, serving as critical indicators for knowledge creation and information dissemination. Kontoghiorghes (2015) posited that the process of talent attraction and retention reflects organizational climate support, open communication, and adherence to core values.

Finally, the Society of Human Resources Management (Lockwood, 2005) defines talent management as a comprehensive strategy aimed at enhancing workplace productivity through improved processes for attracting, developing, retaining, and utilizing individuals with requisite skills and aptitude to meet current and future business needs. The concept of talent management emerged in 1997, as highlighted by Vinod et al. (2014), following McKinsey's research on the global "war for talent," signifying its growing recognition in contemporary organizational landscapes. Similarly, Sheokand and Verma (2015) noted the gradual emergence of talent management in response to evolving dynamics, underlining the pivotal role of human resources, or human capital, in attaining a competitive edge. While the concept of talent management remains

contentious, the study suggests its undeniable efficacy in fostering high-performing organizations in the twenty-first century.

Oladapo (2014) stressed the long-term benefits of effective talent management practices in organizational success, particularly in retaining top talent, which directly impacts profitability. Sireesha and Ganapavarapu (2014) emphasized the essence of aligning individuals with appropriate roles to achieve organizational success, underscoring the complexity of talent management objectives.

Sastry (2013) described organizational talent as individuals possessing requisite knowledge, skills, and competencies, necessitating effective and transparent talent management procedures to cultivate a conducive work environment conducive for skill enhancement. Similarly, Tansley (2011) outlined five perspectives on talent, ranging from specific behaviors to individual strengths, emphasizing the multifaceted nature of talent management.

Bethke-Langenegger et al. (2011) illustrated the benefits of talent management strategies focusing on succession planning, which correlated with increased corporate profits, trust, and performance motivation. Moreover, Ready and Conger (2007) advocated for organizational reevaluation of workforce selection, development, and reward mechanisms to tackle contemporary challenges comprehensively.

Objectives

- 1-To comprehend the key elements of talent management.
- 2-To investigate the factors contributing to the heightened satisfaction levels of employees within learning organizations.

Hypothesis

- H01: There is no statistically significant influence of talent management factors on organizational performance.
- H11: There is a statistically significant influence of talent management factors on organizational performance.

Methodology

Type of Research : Descriptive
Population : School and College employees
Data (Sample Size) : 120 respondents
Type of Sampling : Convenient Sampling
Data Collection Methods : Survey Method
Data Collection Tool : Structured Questionnaire
Data Analysis Tool : Descriptive Analysis, Karl Pearson’s, Coefficient of Correlation, PCA, Regression.

The research utilizes primary data collection methods, involving structured questionnaires administered to respondents. The questionnaire design was informed by a thorough literature review aimed at comprehending the significance of talent management within learning organizations. All respondents are affiliated with schools and colleges in India, possessing awareness of talent management concepts.

Analysis

Table 3. Reliability Statistics

Cronbach's Alpha	N of Items
0.682	20

The table displays the reliability measure, Cronbach’s Alpha value, which is recorded at .682. This value exceeds the threshold of 0.60, indicating reasonable internal consistency within the scale of talent management factors.

DESCRIPTIVE ANALYSIS

Table 4. Descriptive Analysis

Factors	Mean	Median	Mode	SD	Skewness	Kurtosis	Result
RA1	3	4	4	1	0	0	Neutral
RA2	4	4	3	1	0	-1	Agree
RA3	4	4	4	1	-1	0	Agree
RA4	4	4	5	1	-1	0	Agree
RA5	4	4	4	1	0	-1	Agree
RA6	4	4	4	1	0	0	Agree
RA7	4	4	4	1	-1	1	Agree
RA8	3	3	3	1	0	-1	Neutral
CR1	3	4	4	1	-1	1	Neutral
CR2	3	3	3	1	0	-1	Neutral
CR3	3	3	3	1	0	-1	Neutral
CR4	3	3	3	1	0	-1	Neutral
SP1	4	3	3	1	0	-1	Agree
SP2	4	4	5	1	-1	0	Agree
SP3	4	4	4	1	0	0	Agree
SP4	3	4	4	1	-1	-1	Neutral
SP5	4	4	4	1	-1	-1	Agree
TD1	4	4	4	1	-1	1	Agree
TD2	4	4	4	1	0	-1	Agree
TD3	4	4	4	1	-1	1	Agree
DRT1	4	4	4	1	-1	1	Agree

DRT2	4	4	4	1	-1	1	Agree
DRT3	4	4	4	1	-2	4	Agree
DRT4	4	4	4	1	-1	2	Agree
DRT5	4	4	4	1	-1	2	Agree
OP1	4	5	5	1	-1	2	Agree
OP2	4	4	4	1	-2	3	Agree
Talent Mgt compulsion	4	4	3	1	0	0	Agree
Satisfied with Talent Mgt	4	4	3	1	0	0	Agree

Table 5. Percentage Analysis		
Demographic Factors	Most Preferred Response	Percentage (%)
Gender	Female	56%
Age	25-35 years	44%
Position	Employee	44%
Tenure	More than 5 years	44%
Talent identification	Result	59%
Performance Appraisal Frequency	Once a year	68%
Other Factors	Most Preferred Response	Percentage (%)
RA1	Neutral	29%
RA2	Agree	35%
RA3	Agree	38%
RA4	Agree	35%

RA5	Agree	38%
RA6	Agree	35%
RA7	Agree	44%
RA8	Neutral	44%
CR1	Neutral	35%
CR2	Neutral	41%
CR3	Neutral	35%
CR4	Neutral	32%
SP1	Agree	27%
SP2	Agree	26%
SP3	Agree	38%
SP4	Neutral	38%
TD1	Agree	29%
TD2	Agree	35%
TD3	Agree	41%
DRT1	Agree	38%
DRT2	Agree	38%
DRT3	Agree	53%
DRT4	Agree	47%
DRT5	Agree	50%
OP1	Agree	53%
OP2	Agree	44%
Talent Mgt compulsion	Agree	50%
Satisfaction with Talent Mgt	Agree	38%

Factor Analysis

Table 04 presents the Kaiser Meyer Olkin (KMO) measure statistic, which assesses the sampling adequacy for factor analysis. It evaluates whether the sample size is sufficient for factor analysis and measures the proportion of variance among variables. In the current study, the KMO measure is .535, surpassing the threshold of .5, thereby indicating adequacy, and the data is deemed suitable for factor analysis. Additionally, the output from SPSS indicates that Bartlett's Test of Sphericity is significant ($p < .05$), indicating that the null hypothesis is rejected, further confirming the suitability of the data for factor analysis.

Following the examination of essential measures for factor analysis, prominent factors of talent management were extracted using SPSS through the Principal Component Extraction method. A total of 6 factors were extracted based on the Scree plot and Eigen values. Factors with Eigen values exceeding 1 were considered, and the factors were reported accordingly.

Table 05 displays the nomenclature of factor loading communalities and the variance of extracted factors, based on 6 factors for which load was tested to determine the impactful factors of talent management in learning organizations.

The first prominent factor, labeled "Wholesomeness & Transparency," encompasses 6 questions with a factor loading of 4.35 and accounts for 35.67% of the variance.

Another set of 6 questions converge on a single construct named "Recruitment & Recognition," with a factor loading of 4.46 and a variance of 15.18%.

Factor three, "Appraisal & Succession Planning," is analyzed based on 5 questions, yielding a total factor load of 3.47 and explaining approximately 10.72% of the variance.

A set of 3 questions converges on the construct "Training & Development," with a factor loading for the factor of 2.43 and a variance of 5.48%.

Factor five, "Retaining Talent," is analyzed based on 5 questions with a total factor load of 2.18, explaining around 5.06% of the variance.

Lastly, another set of 3 questions converges on the construct "Organisational Performance," with a factor loading for the factor of 1.33 and a variance of 4.25%.

In total, the six factors explain 76.356% of the variance in the construct "Talent Management: An Indispensable Part of Learning Organisations," which is deemed satisfactory.

Hypothesis for correlation:

H01: There is no statistically significant correlation among the variables.

HA1: There is a statistically significant correlation among the variables.

For further investigation, correlation analysis is employed. Correlation is deemed statistically significant if the "Sig. (2-tailed)" value is < 0.05 or if $r < 0.30$, indicating a very poor relationship. The interpretation of correlation table no. 07 is as follows:

There is a significant correlation between "Wholesomeness transparency" and "Recruitment & Recognition" ($r=0.76$), "Appraisal & Succession planning" ($r=0.67$), "Training & Development" ($r=0.36$), and "Retaining Talent" ($r=0.33$).

Significant correlations are observed between "Recruitment & Recognition" and "Appraisal & Succession planning" ($r=0.69$), "Training & Development" ($r=0.44$), and "Retaining Talent" ($r=0.38$).

"Appraisal & Succession planning" exhibits significant correlations with "Training & Development" ($r=0.30$) and "organisational growth" ($r=0.33$).

"Training & Development" shows a significant correlation with "organisational growth" ($r=0.398$).

The Kaiser-Meyer-Olkin (KMO) test evaluates the strength of partial correlation, indicating how the factors explain each other. KMO values closer to 1.0 are considered ideal, while values below 0.5 are deemed unacceptable.

The Bartlett's test of Sphericity assesses the null hypothesis that the correlation matrix is an identity matrix. An identity correlation matrix implies that variables are unrelated and unsuitable for factor analysis. A significant statistical test result (usually less than 0.05) indicates rejection of the null hypothesis, confirming that the correlation matrix is not an identity matrix.

Factor Loading

Upon assessing crucial measures necessary for factor analysis, the factors were subsequently derived using SPSS through the application of the Principal Component Extraction method and Varimax with Kaiser Normalization rotation method. A total of 6 factors were extracted based on the examination of the Scree plot and Eigen values. Only factors with eigenvalues exceeding 1 were taken into consideration, and the factors were reported accordingly. The following table provides a summary of the extracted factors:

Table 6. Descriptive Statistics of Group Prominent Factors

Descriptive Statistics							
Prominent Factors	Mean	SD	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Wholesomeness_Transperancy	3	1	1	0	0	-1	0
Rec_Recognition	4	1	1	-1	0	0	0
Appraisal_Scc_planning	4	1	0	0	0	0	0
Training_Devl	4	1	1	-1	0	2	0
Retain_Talent	4	1	1	-1	0	0	0
Org_Performance	4	1	1	-1	0	2	0

Regression

HA1: Wholesomeness & transparency factors of talent management does contribute to enhancing the level of satisfaction in learning organisations.

HA2: Recruitment & Recognition factors of talent management do contribute to enhancing the level of satisfaction in learning organisations.

HA3: Appraisal & Succession Planning factors of talent management does contribute to enhancing the level of satisfaction in learning organisations.

HA4: Training & Development factors of talent management do contribute to enhancing the level of satisfaction in learning organisations.

HA5: Retaining Talent factors of talent management does contribute to enhancing the level of satisfaction in learning organisations.

HA6: Organisational growth factors of talent management do contribute to enhancing the level of satisfaction in learning organisations.

Table 7. Table of Regression

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F	df1	df2
1	0.564	0.315	0.174	0.903	0.215	5.168	6.00	113

Predictors: (Constant), Retain_Talent, Training_Devl, Wholesomeness_Transperancy, Appraisal_Scc_planning, Rec_Recognition, Organisational growth
 Dependent variable- Satisfaction from talent mgt

Interpretation:

The R-value signifies the correlation between the dependent and independent variables. A value exceeding 0.40 is selected for subsequent analysis. In this instance, the value stands at .564, indicating a favorable correlation.

R-square R-square denotes the proportion of the total variation in the dependent variable that can be accounted for by the independent variables.

Table 8. Table of ANOVA

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.29	6.00	4.22	5.17	0.00
Residual	92.17	113.00	0.82		
Total	117.47	119.00			

a. Predictors: (Constant), Retain_Talent, Training_Devl, Wholesomeness_Transperancy, Appraisal_Scc_planning, Rec_Recognition

b. Dependent Variable: Org_Performance

Inference: P-value/Sig value: Typically, a 95% confidence interval or a significance level of 5% is selected for the study. Therefore, the p-value should be less than 0.05. In the provided table, it is .000, indicating a significant result.

F-ratio: This metric signifies the improvement in the prediction of the variable by fitting the model after accounting for the inaccuracies present. A value greater than 1 for the F-ratio indicates an efficient model. In the table provided, the value stands at 5.17, which is deemed favorable.

These findings suggest that since the p-value in the ANOVA table falls below the acceptable significance level, there is a likelihood of rejecting the null hypothesis.

Table 9.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.2416	0.6229		1.9934	0.0486
Wholesomeness Transperancy	0.1523741	0.1773633	0.123170303	0.859107	0.3921003
Recruitment & Recognition	0.1797	0.1831	0.1428	0.9814	0.3285
Appraisal & Succession planning	0.6261025	0.1280026	0.548308289	4.8913251	3.3153E-06
Training & Development	0.4454892	0.0796865	0.456173177	5.5905247	1.5693E-07
Retaining Talent	0.3502383	0.1272289	0.266034606	2.7528209	0.00688574
Organisational growth	0.0749	0.1329	0.0601	0.5639	0.5739

a. Dependent Variable: Satisfaction from talent management practices

Interpretation

1. The significance value is > 0.05 , prompting us to accept the null hypothesis. Hence, it can be inferred that the factors of Wholesomeness & transparency in talent management do not contribute to enhancing the level of satisfaction in learning organizations.
2. With a significance value > 0.05 , the null hypothesis is accepted. Therefore, it can be concluded that the factors of Recruitment & Recognition in talent management do not contribute to enhancing the level of satisfaction in learning organizations.
3. The significance value is < 0.05 , leading to the acceptance of the alternative hypothesis. Thus, it can be asserted that the factors of Appraisal & Succession Planning in talent management do contribute to enhancing the level of satisfaction in learning organizations.
4. A significance value < 0.05 implies acceptance of the alternative hypothesis. Consequently, it can be stated that the factors of Training & Development in talent management do contribute to enhancing the level of satisfaction in learning organizations.
5. Given a significance value < 0.05 , the alternative hypothesis is accepted. Therefore, it can be concluded that the factors of Retaining talent in talent management do contribute to enhancing the level of satisfaction in learning organizations.
6. With a significance value > 0.05 , the null hypothesis is accepted. Thus, it can be inferred that the factors of Recruitment & Recognition and organizational growth in talent management do not contribute to enhancing the level of satisfaction in learning organizations.

Implications

This study delves into the impact of talent management on learning organizations. We assessed the influence of key factors of talent management using 26 variables, from which we identified six significant factors: Wholesomeness & transparency, Recruitment & Recognition, Appraisal & Succession Planning, Training & Development, Retaining Talent, and Organizational growth. These factors were found to have a substantial effect on the satisfaction levels of personnel in learning organizations. Our comprehensive analysis revealed that a majority of respondents, particularly qualified and employed females, who hold key responsibilities within organizations, acknowledge the significant impact of an efficient talent management system in learning organizations.

A significant number of respondents emphasized that appraisal and recognition of work contribute to a sense of belonging, while effective succession planning reduces turnover rates in organizations. Upon comparing the dimensions of Appraisal & Succession Planning, Training & Development, and Retaining Talent, it was evident that these three factors had a more pronounced impact on the dependent variable—the satisfaction level of personnel in learning organizations—among the six prominent factors identified. Employees believe that, to reduce attrition and enhance overall organizational performance, firms in the IT sector should prioritize their talent retention initiatives.

To achieve this, organizations should focus on developing a clear process for identifying and nurturing high-potential employees, involving key employees in decision-making processes, fostering a culture of continuous learning and improvement, integrating performance appraisal practices, and recognizing the importance of performance feedback for the long-term growth of employees, thereby fostering long-term retention. Organizations can also cultivate loyalty among employees by developing a talent pool, implementing effective selection processes, and providing training and development opportunities to cultivate expertise in their respective fields.

Conclusion

The findings of the current study encompass the analysis of talent management techniques and their impact on organizational performance, as well as the satisfaction levels of personnel within learning organizations. This analysis suggests a positive correlation between talent management practices and overall employee satisfaction and sense of belonging. While these techniques do exert some influence on performance, employees suggest that organizations could further enhance their learning and development initiatives and prioritize retention strategies to bolster personnel management, performance, and productivity.

Moreover, employees believe that by effectively implementing these strategies, learning organizations can naturally enhance and improve their organizational performance beyond its current state. They also express confidence in their organizations' ability to manage talent effectively, attributing this to the observed high level of organizational

performance. In essence, it can be concluded that talent management has a significant, albeit partial, impact on employee satisfaction. Therefore, it is imperative for all learning organizations to integrate talent management into their business plans or strategies to enhance loyalty and performance, thereby positioning themselves for success and gaining a competitive edge in today's rapidly evolving environment.

Limitations and Future Direction

The current study encountered several limitations that offer avenues for future research. Firstly, the sample size was relatively small and restricted to schools and colleges. Thus, future studies could expand the scope to encompass various other types of learning organizations across broader geographical regions. This broader approach would offer a more comprehensive perspective. Additionally, further exploration could extend to include universities and other countries, providing a more diverse and expansive understanding of talent management in learning organizations.

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ANNEXURE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.5352
Bartlett's Test of Sphericity	Approx. Chi-Square	3905.18
	df	325
	Sig.	0

Table no. 02

FACTOR ANALYSIS					
Factor No.	Item	Factor Name	Factor Load	Communality	Variance
F1 (Q8, Q9, Q10, Q11, Q16, Q18)	Transparent recruitment and selection policies	Wholesomeness & Transparency	0.6764	0.6826	35.6720
	Culture that values employees’ work		0.7172	0.7291	
	Clear and defined policies for rewards and compensation		0.8114	0.8486	

	Accurate salary package for all the employees		0.8172	0.8511	
	Clear succession plan in place to ensure the continuity of key roles.		0.6951	0.8619	
	invests in training and development programs to enhance employees' skills and abilities		0.6343	0.7758	
	Factor Load		4.3515		
F2 (Q1, Q2, Q3, Q5, Q7, Q12, Q17)	Turnover rates in organization	Recruitment & Recognition	0.6158	0.6998	15.1770
	Org. culture makes individual join the organization		0.6971	0.7253	
	identification of vacancies as the company advances and expands		0.6216	0.8711	
	Influence of working conditions & salary benefits in recruitment process		0.5200	0.7857	
	Experience based recruitment & selection process in organization		0.8101	0.8307	
	Regular rewards top-performing employees		0.5774	0.8000	
	Policies to encourage career growth and developmental opportunities for talented employees		0.6224	0.7184	
	Factor Load		4.4643		
F3 (Q13, Q14, Q19, Q20, Q23)	Clear process for identifying and developing high-potential employees	Appraisal & Succession Planning	0.6951	0.8697	10.7230
	Involvement of key employees in decision-making proces		0.8093	0.8910	
	Encourages continuous learning and improvement culture.		0.4378	0.8887	
	Understanding performance appraisal for talent management.		0.6582	0.8973	
	Importance of Performance Feedback for long-term growth of employee		0.8705	0.8462	
	Factor Load		3.4709		
F4 (Q4, Q22, Q24)	Devoting Proper time and energy in recruitment and selection	Training & Development	0.7781	0.6955	5.4760
	Importance of credit recognition for employee motivation		0.8915	0.8991	
	Diverse and inclusive talent pool reflecting the serving communities		0.7574	0.8541	
	Factor Load		2.4270		

F5 (Q6, Q15, Q21)	The recruitment & selection process in your organization is SKILL based	Retaining Talent	0.8342	0.7536	5.0630
	Talent management programs are important in recruiting the right employees		0.5896	0.6659	
	creates a culture that makes individual wants to stay with the organization		0.7583	0.7739	
Factor Load			2.1821		
F6 (Q25, Q26)	Credit Recognition is important for organization's growth	Organisational growth	0.4789	0.8715	4.2450
	Performance Feedback is important for the long-term growth of the organization		0.8538	0.8226	
	Factor Load			1.3328	
Total Variance					76.356

Table no. 03: Correlation Table

Correlations							
		Wholesomeness Transperancy	Recruitment & Recognition	Appraisal & Succession planning	Training & Development	Retaining Talent	Organisational growth
Wholesomeness Transperancy	Pearson Correlation	1.00	0.76	0.67	0.36	0.33	-0.013
	Sig. (2-tailed)		0.00	0.00	0.00	0.00	0.891
	N	120.00	120.00	120.00	120.00	120.00	120
Recruitment & Recognition	Pearson Correlation	0.76	1.00	0.69	0.44	0.38	0.11
	Sig. (2-tailed)	0.00		0.00	0.00	0.00	0.233
	N	120.00	120.00	120.00	120.00	120.00	120
Appraisal & Succession planning	Pearson Correlation	0.67	0.69	1.00	0.30	0.48	0.33
	Sig. (2-tailed)	0.00	0.00		0.00	0.00	0
	N	120.00	120.00	120.00	120.00	120.00	120
Training & Development	Pearson Correlation	0.36	0.44	0.30	1.00	0.12	0.398
	Sig. (2-tailed)	0.00	0.00	0.00		0.17	0
	N	120.00	120.00	120.00	120.00	120.00	120
Retaining Talent	Pearson Correlation	0.33	0.38	0.48	0.12	1.00	0.252
	Sig. (2-tailed)	0.00	0.00	0.00	0.17		0.006
	N	120.00	120.00	120.00	120.00	120.00	120
Organisational growth	Pearson Correlation	-0.01	0.11	0.33	0.40	0.25	1
	Sig. (2-tailed)	0.89	0.23	0.00	0.00	0.01	
	N	120.00	120.00	120.00	120.00	120.00	120