

## EXAMINING TALENT MANAGEMENT PRACTICES AND THEIR INFLUENCE ON WORKER PERFORMANCE IN CHENNAI'S CONSTRUCTION SECTOR

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DOI: <https://www.doi.org/10.58257/IJPREMS37440>

### ABSTRACT

Talent management is critical in realizing organizational goals by identifying, nurturing, and retaining high-potential employees. This study scrutinizes the impact of talent management practices in the Construction sector in Chennai, with a focus on talent identification and retention. Data was gathered using a structured questionnaire, targeting a sample size of 116 employees through direct surveys. Analytical methods included a paired t-test, multiple regression, and an independent sample t-test. Results specify no significant difference in talent identification and retention perceptions between managerial and non-managerial employees. Furthermore, the mean scores for these dimensions showed no statistically significant variation, highlighting a uniformity in employee perceptions across different organizational levels. This study provides valuable insights for HR professionals and organizational leaders aiming to optimize talent management processes and build sustainable workforce strategies.

**Key Words:** Talent Attraction, Talent Identification, Succession Planning, Talent Retention, Organizational Commitment and Worker Performance

### 1. INTRODUCTION

Talent management has emerged as a critical challenge for organizations worldwide, particularly in today's volatile and dynamic business environment. This strategic process demands quantitative and qualitative skills to align employees' talents with organizational goals. Effective talent management involves placing the right employee in the proper position, maximizing their potential, and contributing to organizational success. Although a relatively new domain for private and public institutions, talent management is increasingly prioritized due to its proven impact on attracting, retaining, and developing high-performing employees. Its significance extends to building a pipeline of future leaders by identifying and developing talent pools with strong leadership capabilities. Despite the growing importance of talent management, existing studies in the construction industry often focus on operational efficiency, project management, and labor issues, with limited emphasis on the role of talent management practices. While various industries have adopted sophisticated talent management frameworks, the construction sector in India, including regions like Chennai, has yet to fully explore and integrate these practices to address unique challenges such as high attrition rates, skill shortages, and the cyclical nature of work. Additionally, previous research has not adequately examined the association between talent management stratagems and employee performance within the construction context. Questions remain about how talent management practices influence employee outcomes, organizational success, and long-term workforce stability. This gap highlights the need for analytical studies that bridge theoretical frameworks and practical applications of talent management in the construction industry. By addressing these gaps, this study aims to provide actionable insights into optimizing talent management strategies to improve employee performance and align them with the dynamic requirements of the construction sector in India.

### 2. LITERATURE REVIEW

Al-Dalahmeh, M. L et al. (2020) investigated the desire of talented workers to depart from a company and found out how talent management strategies may influence this desire. The structure of this study is to explain the concept of talent management techniques and employee retention by outlining the link between variables. To test the hypothesis, 210 survey questionnaires were gathered from staff members of 82 ICT companies in Jordan to meet the study's goals. The SPSS was used to analyze the collected data, and fundamental and initial statistical methods were used. The findings indicate that talent management techniques highly impact employee intention to leave an organization. Accordingly, employee intention to depart reduces the time organizations implement talent management strategies. The findings showed that while developing and rewarding exceptional employees had the least impact on reducing employee intention to leave, luring talented employees appeared to have the most significant impact. Managers of ICT companies must, therefore, create specialized training programs to recognize and nurture skilled workers.

**Al-Haraisa Y. et al. (2021)** explored how talent management techniques (discovery, development, and retention) help Jordanian insurance businesses compete. A convenience sample of 130 managers and helpers completed a questionnaire. A multiple regression analysis using SPSS 21 found that talent management (discovery, development, and retention) positively affects competitive advantage, with talent development, discovery, and retention being the most critical dimensions. This study found that talent management techniques in Jordan's insurance sector, particularly in hiring the proper individuals, are crucial. Future research is also suggested.

**Magrizos, S (2023)** sought to illuminate talent management in seasonal professional kitchens. Since mainstream strategic talent management practices like training and development are difficult to apply to seasonal work in the hospitality industry, the authors use resource instrumentation, a leeway of the resource-based view, to propose a conceptual model of talent management tactics that may increase seasonal employees' likelihood of returning to the same employer. This study uses grounded theory due to its unique environment and lack of related research. This study evaluates and concludes with 25 commercial kitchen employee interviews. This study's "talent orchestration model" emphasizes structuring, harnessing, and developing talented workers. Human capital management literature emphasizes developing human capital, but results emphasize employing or leveraging it. Beyond the well-researched setting of hotels, this study explores talent management behind closed doors, such as for culinary cooks, and uses resource orchestration to examine talent management strategies for seasonal employees with a shorter period.

### 3. STATEMENT OF THE RESEARCH PROBLEM

Global competitiveness among organizations has brought attention to the necessity of talent management. Talent significantly influences organizational performance, which companies may efficiently manage to improve performance. Management, particularly the HR Department, assigns individuals to different roles based on their qualifications and areas of interest. Talent management attempts to boost employee morale to keep employees and lower labor turnover. A platform is detrimental to any organization's bright employees' ability to advance in their careers. Verifying the significance of the talent management practices that the organizations employ is essential. Several studies have also been conducted on organizational talent management strategies and their efficacy. Unfortunately, there aren't many studies on the construction sector available. Thus, there isn't much room for them to do research. Therefore, an effort is made in this study to comprehend how employees in the Construction sector in Chennai perceive the framework of talent management methods and their job performance.

### 4. OBJECTIVE OF THE STUDY

- To evaluate the dimensions of the Talent Management Practice among the employees in the Construction sector.
- To analyze the perception differences among employees in terms of the mean score of talent identification and talent retention dimensions among the employees in the Construction sector.
- Investigate talent management practices' impact on employee performance in the construction sector and categorize the data into distinct groups.

### 5. RESEARCH METHODOLOGY

This study employs a descriptive research strategy, using surveys and structured queries to collect factual data and insights. The sample size for this study consists of 116 respondents, selected using quota sampling to ensure representation of various segments within the target population. Data was gathered through a structured questionnaire designed for construction sector employees. The preliminary data collected during the pre-testing phase were used to assess the reliability and validity of the questionnaire. The instrument's reliability was confirmed through Cronbach's Alpha reliability test, achieving an overall reliability coefficient of 0.920, indicating excellent internal consistency of the measurement items.

### 6. DATA ANALYSIS AND RESULTS

#### Friedman Test

Ho: There is no significant difference between the mean ranks of dimensions of talent management practice among employees in the construction sector.

Dimensions	Mean Rank	Chi-Square Value	P Value
Talent Attraction	(3.74)	(13.806)	
Talent Identification	(3.91)		
Succession Planning	(3.94)		
Talent Development	(4.23)		

Talent Engagement	(4.44)		(.032)
Talent Retention	(3.73)		
Reward and recognition	(4.00)		

The results of the Friedman test indicate a P-value of 0.032, which is below the 0.05 significance threshold. Consequently, the null supposition is rejected at the 5% significance level. This demonstrates a significant difference in the mean ranks of the various dimensions of talent management practices among employees in the construction sector. Notably, the analysis revealed that talent engagement, with a mean rank of 4.44, is the most influential dimension impacting employees in this sector.

#### Paired Sample T-test

Ho: There is no significant difference in the mean score of talent identification and talent retention dimensions among the Construction sector employees.

Particular	Mean	N	Std. Deviation	Std. Error Mean	Correlation	Sig.	T value
Talent Identification	(19.12)	(116)	(3.908)	(.363)	(.668)	(.000)	(.456)
Talent Retention	(18.99)	(116)	(3.545)	(.329)			

The results of the paired t-test show that the critical value exceeds 0.05, leading to the rejection of the null hypothesis at the 5% significance level. Consequently, it is concluded that there is no significant difference in the mean scores of the talent identification and talent retention dimensions among employees in the construction sector.

## 7. DISCRIMINANT ANALYSIS

Discriminant analysis may reveal patterns that separate employee performance, revealing Chennai's construction industry's best personnel management techniques.

#### Box's Test of Equality of Covariance Matrices

Log Determinants		
MS	Rank	Log Determinant
Married	8	8.597
Unmarried	8	11.907
Pooled within-groups	8	11.812

The test compares the covariance matrices of the groups (Married vs. Unmarried employees). The Log Determinants for both groups (Married: 8.597, Unmarried: 11.907) and the pooled value (11.812) are provided. The similarity of these values suggests that the assumption of equal covariance matrices between the two groups is met, making discriminant analysis appropriate.

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.760	30.224	8	.000

The Wilks' Lambda value is 0.760, with a significant Chi-square value of 30.224 and p-value of 0.000. This indicates a substantial difference between the groups based on talent management practices. The considerable result suggests that the discriminant function can effectively differentiate between the groups.

Canonical Discriminant Function Coefficients	
	Function
	1
Talent Attraction	-.253
Talent Identification	.294
Succession Planning	.135
Talent Development	-.189
Talent Engagement	.005

Talent Retention	.338
Reward and recognition	-.029
Organizational Commitment	-.095
(Constant)	-3.827
Unstandardized coefficients	

The coefficients represent the contribution of each talent management dimension in differentiating between married and unmarried employees. Positive coefficients indicate a positive relationship with the outcome group, while negative coefficients indicate the opposite. For instance, Talent Identification (0.294) and Talent Retention (0.338) have positive coefficients, suggesting that higher scores in these dimensions are associated with the unmarried group. Talent Attraction (-0.253), Talent Development (-0.189), and Reward and Recognition (-0.029) have negative coefficients, suggesting that these practices are more influential for married employees. Talent Engagement (0.005) and Organizational Commitment (-0.095) have very small coefficients, indicating minimal influence on the group distinction.

Classification Results					
Particular		Marital Status	Predicted Group Membership		Total
			Married?	Unmarried	
Original	Count	Married	30	6	36
		Unmarried	25	55	80
	%	Married	83.3	16.7	100.0
		Unmarried	31.3	68.8	100.0

a. 73.3% of initially grouped cases were correctly classified.

73.3% of the cases were correctly classified, meaning the discriminant function accurately predicted the group membership for approximately three-quarters of the cases. The discriminant analysis reveals that talent management practices (such as talent identification, talent retention, and others) significantly differentiate between married and unmarried employees in Chennai's construction sector.

## 8. CONCLUSION

Talent management has emerged as a critical managerial technique for organizations aiming to retain skilled employees in an increasingly competitive and dynamic business environment. While attracting fresh talent is relatively straightforward, keeping them poses a challenge as career advancement opportunities lure trained employees. To address this, top management must implement innovative tools and techniques to enhance employee retention. Talent management has become a priority for HR professionals, focusing on acquiring, retaining, and developing a workforce that aligns with organizational goals. Effective talent management also strengthens an organization's employer brand, fostering employee loyalty, particularly in light of anticipated labor shortages. Organizations increasingly adopt an integrated approach to talent management, encompassing recruitment, retention, employee development, leadership growth, performance management, workforce planning, and culture building. This study explores the dimensions of talent management practices in the construction sector and their impact on employee performance. Findings reveal that factors such as succession planning, talent development, talent engagement, talent retention, reward and recognition, and organizational commitment positively influence employee job performance. The study highlights significant changes in human resource management over recent decades due to technological advancements and shifts in the global economic landscape. Future research should focus on more extensive and diverse samples to achieve generalizable results and consider national-level studies to broaden the scope of findings. Additionally, future studies could explore talent management practices from sustainability perspectives, addressing aspects such as employee health and safety, corporate social responsibility (CSR), and long-term workforce sustainability.

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