

An Empirical Study Of Impact Of Talent Management Practices And Its Impact On Continuous Commitment In Higher Education Institutions Of Haryana

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Abstract-

“Unless commitment is made, there are only promises and hopes--- but no plans”- **Peter Drucker**.

This statement highlights the importance of commitment in an organization. Organisational *commitment* is the extent to which an *employee* develops alikelihoodand feels psychologically attached to their organization. The success of an organization is highly influenced by the commitment of its employees. This is so because a highly committed employee will identify himself with the goals & values of the organization and through active participation will bring in continuous flow of improvements into the organization. In light of the increasing competitive nature of organisations, employee commitment is increasingly playing a pivotal role in retaining the top talent. This research aims at exploring the relationship between talent management practices and continuous commitment. The data from 300 faculties in from self-financed Universities of Haryana was subjected to analysis by SPSS 20. The maximum likelihood regression results of SPSS suggest that TMPs have a significant positive relationship with employee commitment.

Keywords: talent management, talent management practices, affective commitment, continuous commitment, normative commitment

1.Introduction

Globalization has created a market dynamic that fosters new competition, demands higher levels of efficiency and requires true expertise in all aspects and domains of the human kind and life. Therefore, individuals, companies and governments are always on the lookout for new processes and innovations so as to gain competitive advantage in such hyper competitive and increasingly complex global economy. However, it should be kept in mind that in the creation of innovations not only technology is important but an important role is also played by people, culture and communication. It is believed that the knowledge, expertise, abilities, and experience of the

employees working at any level in the organization is behind the growth and success of such organization. It is this contribution of the employees which makes them highly invaluable as their sincere efforts and dedication has no measure in monetary terms. Therefore, the organizations must keep their employees happy and satisfied in order to win their endless commitment and dedication. Studies suggest that talent management practices have a significant role to play in determining the commitment of employees. Such practices include recruitment, selection, training and development, performance appraisal and compensation and reward. This research, therefore, focuses at investigating the possible relationship existing between the talent management practices and the commitment of the employees working in private self-financed Universities of Haryana.

2.Literature Review

This section will discuss the literature related to talent management and organizational commitment and their relationship with one another.

2.1The concept of Talent Management

Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives. **Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization.** Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously.

Talent management is the systematic process of meeting the organization's manpower requirements by sourcing, hiring, developing, retaining and promoting the right person at the right job (Khatri P. et al.,2010).This means that the concept of TM is not restricted to recruiting the right candidate at the right time but it extends to discovering the hidden and unusual potentials of your employees and developing and nurturing them to get the desired outcomes. Hiring the best talent from the industry is not a major concern for the organizations today but retaining them and transitioning them according to the culture of the organization and getting the best out of them is a greater concern. Thus, we conclude that in order to survive and stay ahead of the intense global era, an organization must have the ability to attract, engage, develop and retain employees with the right skills and abilities at all levels.

2.2 Talent Management Practices

According to Jyoti and Rani2014, Talent management leads to better financial and nonfinancial performance including employee commitments at organizational & individual levels. This statement is supported by the significant result of an earlier studies on talent management by Nobarieidishe et al., 2014who states that there is a significant relationship between the talent management and its sub variables such as attracting talents, talents maintenance, and talents development with organizational commitment. Of talent acquisition, talent development and talent retention towards organizational commitment. Similarly,Halvaei & Ejlali, 2015 are of the opinion that talent absorption, talent maintenance and talent development lead to improving the people's commitment to the organization.The previous studies have indicated that talent management has resulted in employees

to be normatively committed, affectively committed and continually committed. The different findings from previous studies have shown the positive association of talent management practices such as effective communication, employee development, rewards and recognition and open climate on organizational commitment. This is so because if any favourable treatment is received by the employees of an organization, it will be reciprocated by them in the form of high level of motivation, performance and commitment towards the organization.

2.2.1. Staffing

The success of an organization largely depends on its employees. Therefore, staffing plays an important role in fulfilling the present & future needs of employees in an organization. Staffing helps in finding and hiring people who are fit for the job position so that their abilities, talent, aptitude & specializations can be utilized in their best possible way and the organization can be benefitted by the 100% contribution of its employees. Thus, we can say that staffing improves the quality and quantity of work done by an organization since the optimum number of people are staffed. This also increases job satisfaction since right people are placed on the right job who are happy to do the work given as per their specialization which ultimately improves the overall organizational performance.

2.2.2. Compensation & Incentives

Compensation is the remuneration awarded to the employees of an organization in exchange for contributions made in terms of knowledge, skills, abilities, time and commitment. (Chiu et al., 2002). It consists of various elements that may be cash and non-cash payments such as basic pay, commissions, bonus, health and wellness benefits, stock options & other non-cash benefits. Compensation is one of the most important aspect in managing an organization that helps in attracting and retaining the top talent. This serves as an inspiration for the employees which, in turn, increases the drive for excellence among them. As a result, the productivity of the organization increases. Moreover, the organization need not spend time, money and energy on the recruitment of new candidates. Similarly, the incentives and benefits offered by an organization is a way by which the organization reciprocates the efforts, contributions and achievements of its employees performed during the course of their duties. Performance is always the prime factor which is considered for the allocation of incentives and benefits apart from the other factors like age, seniority and qualifications. For the effective implementation of the incentive plans, it must be ensured that the employees are properly informed regarding them because it is important to make the employees understand what is expected from them in order to motivate them.

2.2.3. Training & Development

Employee training and development programs are crucial for enhancing the performance of employees (Mozael, B.M., 2015). It is a continuous effort to strengthen the work performance through methodologies such as coaching, training sessions, and leadership mentoring. It helps the employees in acquiring new skills, sharpening the existing ones, perform better, increase the overall productivity of the organization and to become better leaders.

More and more organizations these days have started regarding training & development as a way of obtaining a highly skilled employee base since the long-term success of an organization largely depends on the efforts put by its competent workforce. The implementation of an effective training

and development policy can empower all its employees to carry out their roles to the highest standards, and deliver high quality services to customers. Therefore, the organizations today are in close liaisoning with the training institutes who can provide customized as well as off-the-shelf training programs based on the business operations of their client's.

2.2.4. Work Environment

Work environment is one of the greatest factors which contributes to employee satisfaction. It includes all those factors that include the settings in which the employees work impacts them. Organizations should encourage and foster a work environment that inspires employees to give their best. (Rasheed et al. 2016) The collective impact of a good work environment is clearly visible through increased productivity and employee satisfaction. Thus, it can be said that creating a positive work environment is critical to the success of every organization.

2.3. Organizational commitment

Organizational commitment is defined as the extent to which employees psychologically identify themselves with their organization. It is the deep commitment that they feel a connection/link with their organization feel that they fit in and make tremendous efforts to achieve the goals of the organisation. such that it affects his interactive participation in the organizational activities and he makes tremendous efforts to achieve the organizational objectives. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The interactive participation of such employees shows favourable results in the form of high productivity, proactiveness and determination in their work. The concept of organizational commitment has attracted considerable attention over recent years in all organizations owing to its positive impact on employee performance and the reduction of employee turnover. According to Allen and Meyer, the 3 subcomponents of organizational commitment are

- Normative commitment
- Affective commitment, and
- Continuance commitment

2.3.1 Affective Commitment

Affective Commitment is defined as that element of an employee's organizational commitment that can be attributed to a feeling of strong commitment with the organization which is demonstrated by the employee identifying with the objectives of the organization and his firm desire to continue to be a part of the organization. (Mowday et al, 1982). This kind of commitment can be built through various organizational activities such as proactive work ethics, open organizational communication, involving employees in discussions and meetings and providing employees the access to organizational information.

2.3.2 Continuance commitment

It is a measure of the willingness of an employee to remain the member of an organization due to the awareness of the costs associated with leaving it. This is the level of commitment of an employee which is based on his understanding of the costs and expenditures related to quitting the present

organization. It exists when an employee has the perception that there is a profit associated with staying and a cost associated with leaving. (Beck & Wilson, 2000) The perceived cost in this case can be the monetary benefits (salary and other perks) role related skills or seniority acquired on the basis training and development acquired and due to the lack of job opportunities available.

It has been often observed that the severity of such “perceived losses” increase with age and experience. The continuance commitment of a person is expected to be high if he/she is an established, successful role or he/she had several promotions within the same organization. This implies that if the employees who have accumulated investments during the course of their tenure in an organization such as pension plans, seniority or organization specific skills, it is likely that there are fewer chances that they will leave their organization. Therefore, in order to retain the employees who are continuance committed, organizations must come focus on the elements which boost the employee’s morale to be affectively committed.

2.3.3 Normative Commitment

Normative commitment relates to an individual’s feeling of staying in his present organization. It develops when an individual feels a sense of obligation to his organization. Normative commitment is influenced by reciprocal obligation between the organization and its employees which states that a person receiving a benefit is under a strong normative obligation to repay the benefit in some way. (Allen & Meyer, 1990). This implies that employees often feel an obligation to repay the organization for investing in them, for example a company’s huge investment in the form of training and development. The employees will feel morally obliged to return the favour by aiming at achieving the goals of the organization. This commitment arises due to the values acquired by the individuals through their families or other socialization processes that teaches them to be loyal towards the organization they serve. This kind of commitment is also higher in the organizations that value loyalty and instil the same in their employees with the help of communicate rewards, incentives and other strategies. Thus, in organizations where employees regularly see visible examples of the employer being committed to employee well-being, such kind of commitment is very high.

In conclusion, it can be said that all the 3 forms of commitment greatly influence the tenure of employees in an organisation. This commitment varies from person to person with the type of incentives he gets from the organization. What is most important for organisations is to recognise each type of commitment in employees since the employees with greater organizational commitment have a greater chance of contributing to organizational success and thereby experience higher job satisfaction. High levels of job satisfaction are always beneficial for an organization since it reduces employee turnover and increases the organization’s ability to retain the talent.

3. Methodology of research

3.1. Research Design

A review of literature revealed that organizational commitment researches tend to use quantitative approach. Accordingly, this study adopts a quantitative approach to explore the various talent management practices that improve organizational commitment.

3.2. Data Collection Instrument and Sampling Technique

The study used closed ended questionnaire (based on Likert's five-item range) to examine the commitment phenomenon in Higher Education Institutes of Haryana, India. The questionnaire comprised of 5 parts: demographics, TM practices, employee motivation, continuous commitment and career attitude. The study employed probability sampling technique included random sampling and stratified sampling. Stratified sampling was used for the selection of 5 Private self-financed universities for the study from the different divisions of Haryana. Simple random sampling was used to get employee representations from all the departments of the five selected Private self-financed universities.

The target respondents for the study are Professors, Associate Professors and Assistant Professors of the selected 5 Universities. A questionnaire was sent to 350 respondents and 300 questionnaires were received back with a response rate of 85%.

3.3 Data Analysis

After the collection of data, descriptive statistics (mean & standard deviation) and correlation was applied on it to determine the association between dependent and independent variables and draw the conclusions.

Table 1. Demographic characteristics of respondents

Variable	Category	Frequency	%
Gender	Male	149	49.7
	Female	151	50.3
Age	Upto 25	26	8.7
	26-35	149	49.7
	36-45	106	35.3
	46-55	16	5.3
	56-65	3	1.0
Experience	3-5 years	180	60.0
	5-10 years	118	39.3
	Above 10 years	2	0.7
Qualification	Graduation	51	17.0
	Post-Graduation	70	23.3
	PhD.	80	26.7

3.3.1 Respondents Demographics

Table 1 illustrates the demographics of the respondents. Out of 300 respondents surveyed, there were almost equal number of males (n=149,49.7%) and females (n=151,50.3%) and majority of the respondents were less than 45 years of age. Majority respondents were either post graduate or doctorate in their respective field and most of them had a teaching experience of less than 10 years (n=180,60%).

Table 2. Summary of Means, and standard deviations of HRM practices and organizational Commitment

	N	Mean	Std. Deviation
Staffing	300	3.5700	.83712
Compensation and Incentive	300	3.5800	.90535
Training and Development	300	3.4667	.91561
Work Environment	300	3.6967	.69252
Continuous Commitment	300	3.7400	.76224
Valid N (listwise)	300		

Table 2 indicates that teachers of self-financed Universities in Haryana evaluate work environment (with the highest mean scores, i.e., M = 3.69, SD = 0.69) to be the highest Talent management practice applied, followed by Compensation & Incentive (M = 3.58, SD = 0.905), staffing (M = 3.57, SD = 0.83), and training & development (with the lowest mean scores M = 3.46, SD = 0.915). The descriptive statistics table revealed that the TM practices comprised of Staffing (Mean: 3.57, S.D: .837), Compensation and Incentives (Mean: 3.58, S.D: .905) and Training (Mean: 3.46, S.D: .915), Work Environment (Mean: 3.69 S.D: .692) in relation to continuous commitment of the employees (Mean: 3.74, S.D: .762). The results indicate that TM practices of the organizations regarding Work Environment, staffing, compensation and incentives and Training heightened the satisfaction level of respondents and the organizations are implementing the TM practices effectively. The respondents showed positive attitude towards continuous commitment (Mean: 3.74, S.D: .762) indicating that employees are not willing to leave the organization.

Table 3. Pearson Correlations

Correlations						
		Staffing	Compensation and Incentive	Training and Development	Work Environment	Continuous Commitment
Staffing	Pearson Correlation	1	.621	.599	.599	.527
	Sig. (2-tailed)		.000	.000	.000	.000
	N	300	300	300	300	300
Compensation and Incentive	Pearson Correlation	.621	1	.608	.735	.597

	Sig. (2-tailed)	.000		.000	.000	.000
	N	300	300	300	300	300
Training and Development	Pearson Correlation	.599	.608	1	.583	.515
	Sig. (2-tailed)	.000	.000		.000	.000
	N	300	300	300	300	300
Work Environment	Pearson Correlation	.599	.735	.583	1	.674
	Sig. (2-tailed)	.000	.000	.000		.000
	N	300	300	300	300	300
Continuous Commitment	Pearson Correlation	.527	.597	.515	.674	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	300	300	300	300	300

Table 3 shows the correlation value of all variables. The analysis of correlation specified a positive relationship between staffing and continuous commitment ($r= 0.527$, $p= < 0.05$) while positive correlation also exist between training & development and continuous commitment ($r=0.515$, $p< 0.05$). Similarly, Compensation & incentives showed a positive association with continuous commitment ($r=0.597$, $p= <0.05$).

4. Discussion

The study concludes that if the employees in an organization are given a good working environment, they tend to show higher continuous commitment which ultimately brings stability in the tenure of the employees. The working environment of the organization does not include only the physical infrastructure, but also the modern tools & technologies, the culture of the organization, the interactions between with the management and the growth opportunities available. If the employee feels that the new technology and the latest softwares improve his productivity and he is getting ample opportunities for growth, then his commitment towards the organization increases. Further results reveal that compensation and incentives play a key role in improving the continuous commitment of the employees. If an organization is providing good monetary benefits to its employees, then the employees have a perception that there is a profit associated with staying and a cost associated with leaving that particular organization which in turns improves their continuous commitment). Employee commitment is marked by its greater support to the organization by way of its favourable behavioural outcomes such as employee retention, regular attendance, substantial achievements, quality of work, and individual sacrifice to help an organization in improving its performance (Rabinowitz & Hall, 1977; Randall, 1990)

Talent management practices are considered an important phenomenon to improve the market value of the organizations practicing them, make them more effective, offer better results and display greater commitment of the employees. (Oladapo, 2014; Luna-Arocas and Morley, 2015) Hence, talent management practices should be incorporated into the very fabric of the organization in order to improve the commitment of the employees.

5. Conclusion

The results of the study suggest that TMPs have a significant positive correlation with continuous commitment, supporting the view that effective recruitment and selection, compensation & incentives, training and development, and work environment increase the continuous commitment. If the employees perceive that the benefits being received by them in terms of salary and perks, role related skills or seniority acquired on the basis training and development are greater than the cost associated with leaving the organization, then they stay in that organization for a longer time. This study presents empirical evidences regarding talent management practices and continuous commitment. Therefore, it is an important aspect for today's organizations to attract, develop and retain talent as it subsequently improves the continuous commitment of employees. Thus, in changing environment all organizations including higher education institutes must redefine their practices regarding the management of talent to better utilize the competencies of their employees and to win over their commitment in terms of loyalty, responsibility, determination and increased productivity.

These studies indicate that the most effective companies in talent management offer better results, are more efficient, improve their market value and that their employees rotate less and display greater commitment (Oladapo, 2014; Luna-Arocas and Morley, 2015). Moreover, a committed, skilled and motivated workforce is key to achieving growth and competitive advantage that will lead to better business results (Thunnissen and Gallardo-Gallardo, 2017

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