

Role Of Talent Management Practices in Enhancing Employee Engagement among Retail Jewellery Employees

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Abstract: Talent management has become an important strategic human resource practice for attracting, developing, motivating and retaining employees in the competitive retail sector. Employee engagement is particularly important in the retail jewellery industry because employees are directly involved in customer interaction, product presentation, sales and relationship management. The present study examines the role of talent management practices in enhancing employee engagement among retail jewellery employees. The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire from 100 retail jewellery employees, while secondary data were collected from journals, magazines, websites and other relevant sources. The collected data were analysed. The study considers seven major talent management practices, namely talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention. The findings reveal that the overall level of employee engagement is high, with an overall mean score of 3.82. Dedication recorded the highest mean score of 4.02. The correlation analysis indicates that all the talent management practices have a positive and significant relationship with employee engagement. The study concludes that effective talent management practices contribute significantly to improving employee engagement among retail jewellery employees.

Keywords: Talent Management, Employee Engagement, Talent Acquisition, Training and Development, Employee Retention, Retail Jewellery Employees.

Introduction

Talent management has become an important strategic practice for organizations to attract, develop, motivate and retain talented employees. In the present competitive business environment, employees play a vital role in achieving organizational objectives and improving overall business performance. Talent management practices include talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention. These practices help organizations improve employees' knowledge, skills, motivation and commitment. Employee engagement refers to the level of involvement, enthusiasm and dedication employees demonstrate towards their work and organization. Engaged employees are more likely to contribute effectively to organizational success and provide better customer service. This is particularly important in the retail jewellery sector, where employees have direct interaction with customers and require product knowledge, communication skills and effective selling abilities. Effective training and development can enhance employee capabilities, while career opportunities and recognition can improve motivation and commitment. Similarly, employee retention practices help organizations retain experienced and skilled employees. Therefore, effective talent management practices can play an important role in enhancing employee engagement among retail jewellery employees. In this context, the present study examines "Role of Talent Management Practices in Enhancing Employee Engagement among Retail Jewellery Employees" and seeks to identify the talent management practices that contribute to higher levels of employee engagement.

Statement Of the Problem

Talent management has become an essential aspect of human resource management in the competitive retail sector. In the jewellery business, employees play an important role in customer interaction, product presentation, sales and maintaining customer relationships. Effective talent management practices such as talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention can improve employees' skills, motivation and commitment. However, organizations may face challenges in attracting talented employees, providing suitable career opportunities, recognizing performance and retaining experienced employees. Differences in these practices may also influence the level of employee engagement. Highly engaged employees are more likely to demonstrate dedication, enthusiasm and willingness to contribute to organizational success. Therefore, it is important for retail jewellery organizations to understand how talent management practices contribute to employee engagement. Hence, the present study focuses on "The Role of Talent Management Practices in Enhancing Employee Engagement among Retail Jewellery Employees" and attempts to identify the talent management practices that significantly contribute to employee engagement.

Review of Literature

Talent management has emerged as a significant strategic human resource practice concerned with identifying, attracting, developing, motivating and retaining employees who contribute to organizational success. Collings and Mellahi (2009) conceptualized strategic talent management as a systematic process of identifying key positions that contribute to sustainable competitive advantage and developing a talent pool to fill those positions. Their work established the strategic importance of talent management in achieving organizational effectiveness.

Lewis and Heckman (2006) reviewed different perspectives of talent management and observed that organizations increasingly focus on systematic approaches to managing talented employees. They highlighted the importance of recruitment, employee development and retention in creating an effective talent management system.

Bhatnagar (2007) examined talent management strategy and employee engagement among employees in Indian IT-enabled service organizations. The study indicated that effective talent management practices are associated with higher employee engagement and employee retention. The findings suggest that organizations can strengthen employee commitment by providing appropriate opportunities for employee development and career growth.

Saks (2006) examined the antecedents and consequences of employee engagement and found that organizational support, job characteristics and rewards are important factors influencing engagement. The study also established that engaged employees demonstrate stronger commitment towards their organizations and are more likely to contribute positively to organizational outcomes.

Schaufeli, Bakker and Salanova (2006) examined employee engagement through the dimensions of vigour, dedication and absorption. Their study indicated that engaged employees demonstrate greater energy, enthusiasm and involvement in their work, highlighting the importance of creating working conditions that support employee engagement.

Tarique and Schuler (2010) examined global talent management and emphasized the importance of attracting, developing and retaining talented employees in an increasingly competitive environment. They suggested that organizations need systematic talent management strategies to develop employee capabilities and maintain competitive advantage.

Bethke-Langenegger, Mahler and Staffelbach (2011) investigated the relationship between talent management strategies and organizational performance. Their findings suggested that different talent management practices can contribute to organizational success when they are effectively aligned with organizational objectives. Choudhary, M., & Singh, R. K. (2025)

Pandita and Ray (2018) examined the relationship between talent management and employee engagement and reported that effective talent management practices contribute to employee engagement and subsequently support talent retention. Their study highlighted the importance of providing employees with development opportunities, recognition and career growth. Nakhawa, A., Suganthiya, M. S., & Sharma, B. (2025)

Research Gap

Although previous studies have examined talent management and employee engagement, relatively limited attention has been given to the retail jewellery sector. Existing studies have mainly focused on IT, banking, education and other service industries. There is also limited empirical evidence regarding how specific talent management practices influence employee engagement among retail jewellery employees. The unique nature of jewellery retailing, involving direct customer interaction, product knowledge, selling skills and customer relationship management, requires specific investigation. Further, limited studies have examined the relative influence of practices such as talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention on employee engagement. Therefore, the present study attempts to fill this gap by examining the role of talent management practices in enhancing employee engagement among retail jewellery employees. The study also seeks to identify the most influential talent management practices affecting employee engagement.

Objectives

- To assess the level of employee engagement among retail jewellery employees.
- To examine the relationship between talent management practices and employee engagement.

Research Methodology

Data Collection and Sample

The study is based on both primary and secondary data. To carry out the Primary data collection, a structured questionnaire was prepared based on research objectives. Secondary data required for the study undertaken were collected through Websites, Magazines, Journals, and the like. The primary data were collected from 100 respondents for the study.

Data Analysis

Collected data were analyzed with the help of the software package Statistical Package for Social Sciences was used for data analysis

Scope Of the Study

The present study focuses on the role of talent management practices in enhancing employee engagement among retail jewellery employees. The study covers employees working in selected retail jewellery organizations and examines the major talent management practices followed by these organizations. The study includes talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention as the major dimensions of talent management. It also focuses on assessing the level of employee engagement in terms of employees' involvement, commitment, enthusiasm and dedication towards their work. The study further examines the relationship between talent management practices and employee engagement and identifies the practices that have a greater influence on

employee engagement. The findings are expected to help retail jewellery organizations improve their human resource practices, employee motivation, career growth and retention. The study is geographically limited to the selected retail jewellery employees in the study area and is specifically concerned with talent management and employee engagement.

Data Analysis and Interpretation

Table No 1 The Level of Employee Engagement Among Retail Jewellery Employees

Dimension	No. of Items	Mean	S.D.	Level	Rank
Vigour	3	3.84	0.68	High	2
Dedication	3	4.02	0.61	High	1
Involvement	3	3.76	0.72	High	4
Commitment	3	3.81	0.69	High	3
Enthusiasm	3	3.68	0.75	High	5
Overall Employee Engagement	15	3.82	0.69	High	—

The overall mean score of 3.82 indicates that the level of employee engagement among retail jewellery employees is high. Among the dimensions, Dedication recorded the highest means score of 4.02, followed by mean score of Vigour is 3.84 and mean score of Commitment is 3.81. Enthusiasm recorded the lowest mean score of 3.68, but it still falls under the high level.

The results suggest that retail jewellery employees are highly engaged in their work, particularly in terms of dedication, vigour and commitment. Therefore, retail jewellery organizations should continue to strengthen employee engagement through appropriate recognition, career development, supportive working conditions, training and motivational practices.

Table No 2 The Relationship Between Talent Management Practices and Employee Engagement

Talent Management Practices	Employee Engagement (r)	p-value	Relationship	Result
Talent Acquisition	0.486	0.000	Positive	Significant
Training & Development	0.572	0.000	Positive	Significant
Performance Management	0.451	0.000	Positive	Significant
Career Development	0.528	0.000	Positive	Significant
Rewards & Recognition	0.563	0.000	Positive	Significant
Succession Planning	0.397	0.000	Positive	Significant
Employee Retention	0.601	0.000	Positive	Significant

The results show that all the talent management practices have a positive and significant relationship with employee engagement, since all the p-values are less than 0.05. Employee Retention has the strongest relationship with employee engagement ($r = 0.601$), followed by Training and Development ($r = 0.572$) and Rewards and Recognition ($r = 0.563$). Succession Planning has the comparatively lowest relationship ($r =$

0.397). Therefore, the findings indicate that better talent management practices are associated with higher employee engagement.

Suggestions

Based on the findings of the study, the following suggestions are offered:

- **Strengthen Employee Retention Practices:**
Employee Retention recorded the strongest relationship with employee engagement ($r = 0.601$). Therefore, retail jewellery organizations should provide a supportive work environment, job security, competitive benefits and opportunities for long-term employment.
- **Provide Regular Training and Development:**
Training and Development showed a strong positive relationship with employee engagement ($r = 0.572$). Organizations should provide regular training on jewellery products, customer handling, sales techniques, communication skills and digital technologies.
- **Improve Rewards and Recognition:**
Rewards and Recognition recorded a significant positive relationship ($r = 0.563$). Employees should be appropriately recognized and rewarded for achieving sales targets, providing quality customer service and demonstrating good performance.
- **Promote Career Development:**
Career Development showed a positive relationship with employee engagement ($r = 0.528$). Jewellery organizations should provide clear career paths, promotion opportunities and opportunities to acquire higher-level responsibilities.
- **Improve Talent Acquisition:**
Talent Acquisition had a significant positive relationship with employee engagement ($r = 0.486$). Organizations should adopt systematic and transparent recruitment and selection practices and appoint employees based on appropriate skills, qualifications and job requirements.
- **Strengthen Performance Management:**
Performance Management showed a significant positive relationship with employee engagement ($r = 0.451$). Regular performance appraisal, constructive feedback and clearly defined performance standards should be implemented.
- **Develop Effective Succession Planning:**
Succession Planning recorded the lowest correlation among the seven practices ($r = 0.397$), although the relationship remains positive and significant. Organizations should identify talented employees and prepare them for future supervisory and managerial positions.
- **Enhance Employee Dedication and Engagement:**
Since Dedication recorded the highest employee engagement mean score (4.02), management should maintain practices that encourage employees to remain committed and enthusiastic towards their jobs.
- **Improve Employee Enthusiasm:**
Enthusiasm recorded the lowest mean among the engagement dimensions (3.68). Management should introduce motivational programmes, appreciation initiatives, team-building activities and employee welfare measures to further improve enthusiasm.
- **Integrate Talent Management Practices:**
Retail jewellery organizations should not consider talent management practices separately. Recruitment, training, performance appraisal, career development, rewards, succession planning and retention should be integrated into a comprehensive talent management strategy.

Conclusion

The present study concludes that effective talent management practices have an important role in enhancing employee engagement among retail jewellery employees. The findings indicate that the overall level of employee engagement is high, with a mean score of 3.82. Among the dimensions of engagement, Dedication recorded the highest mean score of 4.02. The correlation analysis confirms that all the selected talent management practices have a positive and significant relationship with employee engagement. Among these practices, Employee Retention recorded the strongest relationship ($r = 0.601$), also showed significant positive relationships with employee engagement, while Succession Planning recorded $r = 0.397$. These findings demonstrate that better implementation of talent management practices is associated with higher employee engagement. Therefore, retail jewellery organizations should strengthen employee retention, training, career development, performance management, rewards and recognition, and succession planning. Overall, a systematic and employee-oriented talent management approach can help retail jewellery organizations maintain dedicated, committed and enthusiastic employees and contribute to improved organizational performance.

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