

Impact of Talent Management Practices on Employee Engagement in Organized Retail Jewellers in Madurai City

¹Mrs. T. Usharani, ²Dr. K. Dhanalakshmi

¹(Research Scholar) Madurai Kamaraj University, Madurai.

²Assistant Professor, Department of Business Administration, Ayya Nadar Janaki Ammal College, Sivakasi.

Abstract: Talent management has become an important human resource practice for attracting, developing, motivating and retaining employees. The present study examines the impact of talent management practices on employee engagement in organized retail jewellers in Madurai City. The study is based on primary and secondary data, and primary data were collected from 100 respondents through a structured questionnaire. The study considers major talent management practices such as talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention. Descriptive statistics and multiple regression analysis were used for analysing the data. The findings show that employee retention obtained the highest mean score of 4.18, followed by training and development with 4.05 and rewards and recognition with 3.94. The regression analysis indicates a significant relationship between talent management practices and employee engagement, with $R = 0.610$, $R^2 = 0.372$ and Adjusted $R^2 = 0.325$. The ANOVA result further confirms that the regression model is statistically significant ($F = 7.799$, $p < 0.001$). The study concludes that effective talent management practices play an important role in enhancing employee engagement in organized retail jewellers in Madurai City.

Keywords: Talent Management, Employee Engagement, Talent Acquisition, Training and Development, Employee Retention, Retail Jewellers, Madurai City.

Introduction

Talent management has become an important strategic approach 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 maintaining long-term organizational success. Effective 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 enhance employee capabilities and create a positive work environment. Employee engagement refers to the level of commitment, involvement and enthusiasm employees demonstrate towards their work and organization. Highly engaged employees are more likely to show dedication, improved productivity and better customer service. This is particularly important in the organized retail jewellery sector, where employees require product knowledge, communication skills, selling abilities and effective customer-handling skills. Madurai City has a significant presence of organized retail jewellery businesses, creating a competitive environment in which skilled and engaged employees are essential for maintaining customer satisfaction and business performance. Therefore, effective talent management practices can play a significant role in strengthening employee engagement and retaining capable employees. In this context, the present study examines the impact of talent management practices on employee engagement in organized retail jewellers in Madurai City, with particular emphasis on identifying the talent management practices that significantly influence employee engagement.

Statement Of The Problem

Talent management has become an important part of effective human resource management. In the competitive jewellery retail sector, skilled and committed employees are essential for business success. Talent management practices help organizations attract, develop, motivate and retain talented employees. These practices include

recruitment, training, career development, performance management, rewards and recognition. Effective talent management can improve employees' skills, motivation and commitment towards their work. Employee engagement reflects employees' involvement, dedication and enthusiasm towards their jobs. In organized retail jewellers, engaged employees can provide better customer service and improve organizational performance. However, differences may exist in employees' perceptions of training, career opportunities, rewards and management support. Therefore, it is important to examine the relationship between talent management practices and employee engagement. The present study focuses on the impact of talent management practices on employee engagement in organized retail jewellers in Madurai City.

Review Of Literature

Talent management has become an important strategic approach for attracting, developing and retaining employees in organizations. Collings and Mellahi (2009) emphasized that strategic talent management helps organizations identify and develop employees who contribute significantly to organizational performance. Bhatnagar (2007) found that talent management practices are closely associated with employee engagement and employee retention, particularly in Indian IT-enabled service organizations. Pandita and Ray (2018) reported that effective talent management practices can enhance employee engagement and subsequently support talent retention. Abdullahi et al. (2021) found that talent recruitment, training and development, and compensation practices significantly influence employee engagement. Jehangir (2019) also identified a significant relationship between talent management practices and employee engagement. Recent evidence further suggests that talent management practices can increase employee engagement and reduce turnover intentions. Therefore, effective talent management practices such as recruitment, training, career development, performance management and rewards are important for improving employee engagement. However, limited research has specifically examined this relationship in the organized retail jewellery sector in Madurai City. Hence, the present study attempts to examine the impact of talent management practices on employee engagement in organized retail jewellers in Madurai City. Singh et al. (2024)

Research Gap

Although several studies have examined talent management and employee engagement, limited research has focused specifically on the organized retail jewellery sector. Existing studies have largely concentrated on sectors such as IT, banking, education and other service industries. Further, there is limited empirical evidence on how individual talent management practices influence employee engagement in the Madurai City context. Previous research has examined talent management as a broad concept, but fewer studies have assessed the relative contribution of specific practices such as talent acquisition, training and development, career development, performance management, rewards and succession planning. The organized jewellery sector has unique requirements involving customer interaction, product knowledge, selling skills and employee retention, which require specific investigation. Hence, there is a need to examine whether talent management practices significantly influence employee engagement among employees of organized retail jewellers in Madurai City. The present study addresses this research gap by examining the impact of talent management practices on employee engagement using multiple regression analysis.

Objectives

- To identify the various talent management practices followed by organized retail jewellers in Madurai City
- To determine the impact of talent management practices on 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 study focuses on the impact of talent management practices on employee engagement in organized retail jewellers in Madurai City. It covers employees working in selected organized jewellery retail establishments. The study examines major talent management practices such as talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention. It assesses the level of employee engagement among jewellery retail employees and examines how these practices influence their engagement. The study also identifies the talent management practices that have the greatest influence on employee engagement. The findings are expected to help jewellery retailers improve their human resource practices, employee motivation and retention. The study is limited geographically to Madurai City and focuses specifically on employees of organized retail jewellery establishments.

Data Analysis And Interpretation

Table No 1 The various talent management practices followed by organized retail jewellers in Madurai City

Talent Management Practice	No. of Items	Mean	SD	Rank
Talent Acquisition	5	3.82	0.71	4
Training and Development	5	4.05	0.68	2
Performance Management	5	3.76	0.75	5
Career Development	5	3.61	0.82	6
Rewards and Recognition	5	3.94	0.73	3
Succession Planning	5	3.48	0.86	7
Employee Retention	5	4.18	0.64	1

The above table no 1 indicates that Employee Retention has the highest mean score of 4.18, securing the first rank, followed by Training and Development with a mean of 4.05 and Rewards and Recognition with a mean of 3.94. Talent Acquisition obtained a mean score of 3.82, while Performance Management recorded 3.76. Career Development and Succession Planning obtained mean scores of 3.61 and 3.48, respectively. Thus, Employee Retention is perceived as the most prominent talent management practice, whereas Succession Planning has the lowest mean score among the practices considered. Sundararajan, S., & Muhammed, A. (2024)

Regression for impact on employee engagement among employees of organized retail jewellers

H₀: Talent management practices have no significant impact on employee engagement among employees of organized retail jewellers in Madurai City.

H₁: Talent management practices have a significant impact on employee engagement among employees of organized retail jewellers in Madurai City.

Table No 2 Impact Of Talent Management Practices On Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.372	.325	.80604

The R value of 0.610 indicates a moderately strong positive relationship between the talent management practices and employee engagement. The R Square value of 0.372 shows that 37.2% of the variation in employee engagement is explained by the selected talent management practices. The Adjusted R Square value of 0.325 indicates that, after adjusting for the number of predictors, 32.5% of the variation in employee engagement is explained by the regression model.

Table No 3

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.468	7	5.067	7.799	.000 ^b
	Residual	59.772	92	.650		
	Total	95.240	99			

The ANOVA results show that the F-value is 7.799 with a significance value of 0.000 ($p < 0.001$). Since the significance value is less than 0.05, the regression model is statistically significant. This indicates that the selected talent management practices, when considered together, have a significant impact on employee engagement. Since $p = 0.000 < 0.05$, the null hypothesis is rejected and the alternative hypothesis is accepted.

The findings reveal that talent management practices have a statistically significant impact on employee engagement among employees of organized retail jewellers in Madurai City. The model explains 37.2% of the variation in employee engagement, demonstrating that effective talent management practices play an important role in enhancing employee engagement.

Suggestions

- Strengthen employee retention practices: Jewellery retailers should introduce effective retention strategies to retain skilled and experienced employees.
- Improve training and development: Regular training should be provided in jewellery products, customer handling, selling techniques and professional skills.

- Enhance career development opportunities: Clear promotion and career advancement opportunities should be provided to talented employees.
- Strengthen succession planning: Since succession planning received the lowest mean score of 3.48, organizations should give greater attention to identifying and preparing employees for future responsibilities.
- Improve performance management: Regular performance appraisal and constructive feedback should be provided to help employees improve their performance.
- Provide fair rewards and recognition: Employees should be appropriately rewarded and recognized for achieving sales targets and delivering quality customer service.
- Encourage employee engagement: Management should create a supportive work environment where employees feel valued, involved and committed to organizational objectives.
- Promote internal talent: Capable employees should be given opportunities to take higher responsibilities and managerial positions.
- Improve communication: Management should maintain open communication with employees to understand their expectations, difficulties and career aspirations.
- Regularly evaluate talent management practices: Jewellery retailers should periodically assess their talent management practices and make improvements based on employee feedback.

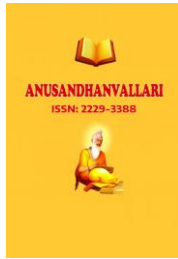
Conclusion

The study concludes that talent management is an important factor in improving employee engagement among organized retail jewellers in Madurai City. The study identified seven major talent management practices: talent acquisition, training and development, performance management, career development, rewards and recognition, succession planning and employee retention. Among these practices, employee retention ranked first with a mean score of 4.18, while succession planning ranked seventh with a mean score of 3.48.

The multiple regression analysis confirms that talent management practices have a significant impact on employee engagement. The model produced an R value of 0.610 and an R² value of 0.372, indicating that 37.2% of the variation in employee engagement is explained by the selected talent management practices. The ANOVA result ($F = 7.799$, $p < 0.001$) confirms that the overall regression model is statistically significant, leading to the rejection of the null hypothesis. Therefore, organized retail jewellers should focus on effective talent acquisition, employee development, performance management, career growth, rewards, succession planning and retention strategies to strengthen employee engagement. Overall, effective talent management can contribute substantially to creating a committed, motivated and engaged workforce in the organized jewellery retail sector.

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