

“MEDIATING EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN THE RELATIONSHIP BETWEEN PSYCHOLOGICAL FACTORS AND TALENT MANAGEMENT PRACTICES – A REVIEW”

Dr. V. Sivakamy Muthukrishnan¹, Mrs. P. Gabriyala Gladys²

¹Assistant Professor, Faculty of Management, SRM Institute of Science & Technology,
Ramapuram, Chennai,

²Part Time Research Scholar, Management, Sree Saraswathi Thyagaraja College, Pollachi &
Assistant Professor, Mar Gregorios College of Arts & Science

Abstract

Background:

In the current situation, IT Sector faces a problem in retaining the talents and spent lot of Human Capital investment. Successful Talent Management Practices helps the Organizations to run the business effectively. Relationship between Psychological Factors and Talent Management Practices plays a major role implementing effective business by retaining the employees for the longer period of time. Mediating effect of Employees Satisfaction and Organizational Commitment was also considered as mediating effect between them.

Objectives:

Analyzed various literatures and structured to frame a conceptual framework of the of Employees Satisfaction and Organizational Commitment.

Method:

Review article has attempted to review the Employees Satisfaction and Organizational Commitment through Psychological Factors and Talent Management Practices.

Result:

Successfully framed the conceptual review which clearly explains the direct and indirect effect of Psychological Factors (Training & Development, Performance Appraisal, Leadership Style, Work-Life Balance, Rewards & Recognition, Organizational Culture) on Talent Management Practices.

Conclusion:

Study concluded that Psychological Factors has direct and indirect effect on Talent Management Practices and the indirect effects were with Employees Satisfaction and Organizational Commitment.

Contribution:

Contributed conceptual reviews, that have mediating role of Employees Satisfaction and Organizational Commitment between Psychological Factors and Talent Management Practices by analyzing the gap from the various existing research work.

Keywords: Talent Management Practices, organizational commitment, job satisfaction

Introduction

In today’s competitive world, every organization is in situation to plan, organize and manage human resources and that plays a major role. Talent Management is considered as strategy by the organization to reduce the cost of recruitment and frequent training. After implementation of Talent Management Practices also, Organization face various challenges for maintaining the employees with them for the longer period of time. Providing high salary and promotions alone does not give solutions to retain their employees. This study has tried to reveal the relationship between psychological factors and Talent Management Practices and also reveal the mediating role of job satisfaction and organizational commitment that impact on Talent Management Practices.

Statement of the Problem

Talent Management has been implemented and maintained by various organizations but some psychological factors has to be addressed and without addressing psychological perspectives, there can’t follow successful Talent Management Practices.

Research Objectives

- To analyze the psychological factors that impact Talent Management Practices through mediating role of satisfaction and commitment of employees.

Significance of the Study

The major goal of Talent Management Practices is to enrich HR functions of the organization. Various psychological factors has to be addressed and focused that impact Talent Management Practices for the successful organization with the mediating effect of organizational commitment and job satisfaction. This study helps to understand the effect of psychological factors that mediate through job satisfaction and organizational commitment for the effective Talent Management Practices.

Psychological Factors that Impact Talent Management Practices

N.K Miranda (2021), reveals that Talent Management Practices impact on the performances of the employees and also have meditative affect through work satisfaction of the employees. With the help of quantitative research, 481 samples was collected and for the statistical analysis, correlation was used and the study resulted that there is a positive relationship between Talent Management Practices and Job satisfaction act as the mediating role and impact on the employees performances. D. R. Wickramaratch (2020), focused on identifying the mediating role of job satisfaction on the Talent Management Practices and performances of the employees. For evaluating the mediating role, Hayes’ process macro was been used and it has revealed that Talent Management Practices highly impact on the performances of the employees by mediating role of Job satisfaction.

Dicky Hardianto (2022), has aimed to analyze the mediating role of employee engagement that influences Talent Management Practices on employee retention. 144 samples were collected by random sampling techniques and path analysis method was used and it has revealed that Talent Management Practices impact on the employee retention that improves the employee engagement by adopting variables of Talent and Development, rewarding and work rotation. Yalcin Vural (2012), evaluate on the Talent Management Practices that influences on the Organizational

Commitment which have performance system framework. This research was been conducted with 123 Managers (middle and senior). For the statistical analysis, SPSS – 16 tool was used, factor analysis and KMO was used to find an positive impact on the Organizational Commitment. Mohmoud Ahmad (2018), tried to examine on the entrepreneurial behavior of employees on the psychological employees safety which influence on the performance of the employees. And also suggest evaluating the direct and indirect impacts on the psychological employee’s safety and employee’s empowerment.

Kavitha Rani (2014) investigated that Talent Management practices develop and retain the employees for the organizations’ success. The variables reviewed was compensation, work culture, succession plan, work safety, flexible works, training and development, organizational commitment, motivation and leadership style that makes the employees to retain within the organization. A. Farazmand (2018), examined on the Talent Management Practices that helps in identifying and retaining the employees. Talent Management Practices involves psychological contributions that link the effective organizational outcomes. Talent Management Practices has direct impact on the positive working condition. Poulami Banerjee (2015), has explored qualitative study by associating improvement in the Strategy of Talent Management. Converted sub models in the field of Talent Management in which supports are Quality of Work life, Organizational Culture, Leadership Style and Performance Management.

Samuel Mwachiro (2021), focused to identify the employees’ behaviour that impact management practices that helps to identify the Talent Managements. Talent Management Practices that influence on the organizational culture that focus on teamwork, collaborative and innovative employees. Complimenting the talents reveals the positive result in psychological contract through rewarding employees and providing career growth. Every organization’s effective HR practices depend on retaining the employees through leadership style. Selman Tetik (2021), explored in Talent Management Practices through engagement of employees. Interview was conducted for the collection of research data that helps to develop matrix and grid of talents development. Result has revealed that there is significant impact between engagement of employees and talent management. Mohammed Al Haziazi (2021), tried to frame Talent Management challenges that has been designed as per the global context. Talent Management has major 4 perspectives which are organizational culture, skilling and employees’ wellness. This framework has focused various ideas that grow and develop employees, improve performances of employees, employee satisfaction, organizational culture and recognizing employees. Future suggestion of research was given in providing challenges faced in Talent Management Practices in the global competitions. Fatima Waseem (2020), investigated on the Talent Management Practices. Talent Management has proactive perspectives that help to retain the best practices that retain the talents, Performance Appraisal, Training and Development and Leadership Style.

Bibek Khadka (2020), explored the challenges in which IT organizations face this research helps to evaluate the mediating role of Employee Engagement on Talent Management and retention of employees. 112 data was been evaluated through SPSS Software. In this study 84% was male, 82% was the graduates. Focused the increase the employee retention process and study

helped to evaluate relationship between career development and employees engagement with the mediating role of career development and retention of employees. Dr. Sunetra Gaitonde (2021), has proposed to create conflicts that has reflected on the performances of employees. Leadership style may lead better positive outcomes. Investigation was done on the issue which influences the organizations’ performances and production.

Roberto Luna (2020), has analysed the Talent Management Practices which evaluate the effect on service based performance and with the mediating role of Organizational commitment. Sample size of 104 was collected and used with Baron and Kenny’s and Hayes methods mediating connections that have resulted with the complete mediating effect in the relationship between talent management practices and Service based performances. Abanis (2022) examined to evaluate about the leadership style and TM on the employee performances. Cross sectional study was been conducted that has correlated impact between organizational commitment and performances of employees. Recommendation was proved to enhance the leadership style by increasing the skill set which creates a good relationship with the employees and that boost the employees satisfaction and performances of employees.

Dr.C.K.Gomathy (2022), has proposed the importance of TMP that increases the performances of employees which makes the employees satisfied. Maslow Theory and Herzberg Theory were evaluated. Talent Management Practices has been affected the overall outcome of the organization through employee compensation, workplace environment, Work Life Balance, employee recognition, security and challenges of job and career development. Meenakshi Sharma (2020) has argued that towards Talent Management Practices there was a lack of clarity in which differences to HR practices. Integrated Talent Management model with the HR practices like strategy, commitment, branding, commitment and engagement of employees increases the employee’s level and make successful Talent Management.

Research Model



Training & Development

Mudithanpelly Shivani (2021), concentrated to know the value of Training and Development towards the employees performances. Intellectual capital was been invested in Training and Development that focused to get more returns on investment. Raja Abdul (2011) has exposed that Training and Development with trained learning, Training designing and delivery methods. This study has revealed that there is a positive impact on organizational performance.

Naveem Akhter (2016), has proposed various factors like rewarding, training and development and performance appraisal that impact on Job Satisfaction and Organizational commitment. There is a positive relationship between Training and Development on both Job Satisfaction and Organizational commitment. Abel Gebremedhn (2021), has proposed the research which had a link between Training and Development on the organizational commitment and job satisfaction as the mediating role on organizational working environment. Used SPSS software v.25 and AMOS v.23 for analysing the data, Correlation and regression analysis was used and which had good fitness of measurement. In SEM techniques it has revealed that there is a positive relationship between Training and Development on organizational commitment and employee satisfaction that creates a positive working environment.

Motivation

Joko Suyono (2021) has explored the determination that has impact on Motivation and working environment on the organizational commitment. Cronbach's value was been reliable and correlation efficiency that has measured to know the correlation between motivation on job satisfaction and organizational commitment. Moeed Ahmad (2017), has examined on the effect of motivation on the employees performances. 240 samples was been collected and tried to evaluate the reliable statistics of motivation on the performances of employees and also helped to retain within the organization for the longer period of time. Abu Bakr (2019) investigated on the identification of job satisfaction as the mediating affect and has relationship between motivation and performances of employees. Convenient sampling technique was been used to collect 220 samples and made the model that associates motivation through job satisfaction and organizational commitment for improving the organizational performances.

Performance Appraisal

Khahan Na-Nan (2020), done study that shows the empirical evidence which has the mediating role of Job Satisfaction and Organizational Commitment that influences Performance Appraisal on the Employees behaviour towards the organization. Had 450 samples and has done empirical data collection and used SEM for the statistical analysis. In CFA factor loading and also model fit was positively fit and revealed job satisfaction and organizational commitment were considered as mediating variables between performance appraisal and employee's performances and behaviour. Roopesh Kumar (2016) has analysed the relationship between Performance Appraisal and job satisfaction. Appraising the performances of employees through salary hike, bonuses, and promotions and providing both monetary and non-monetary benefits to employees.

Leadership Style

Ali Mohammad (2006), has evaluated the effect of leadership style and fair compensations on job satisfaction and organizational commitment. Managers was analysed for indicating the task of leadership style that has highest mean value and has moderate job satisfaction and that has to be improved for the success of the organization. Justine Tunuwijaya (2021), has investigated on the relationship between work stress and leadership style on the retention of employees with the mediating role of Work satisfaction. 154 sample sizes were used for testing the hypothesis. SEM analysis has resulted that work stress has no positive effect on work satisfaction and leadership

style has positive impact on work satisfaction, job satisfaction has positive impact on retention of employees.

Rewards and Recognition

Vera Akafo (2015), analysed the impact of rewards and recognitions on job satisfaction, by collecting sampling of 157 were collected using stratified random sampling and for statistical analysis ANOVA test was been used. This study has resulted that rewards and recognition has positive impact on motivation and that mediate to job satisfaction. S.T.W.S Yapa (2002), Identified that rewards has been impact on employee satisfaction and also has explored relationship between organizational commitment and employee satisfaction. Has also used two factors theory and cognitive consistency theory and has 123 samples which analysed statistically through t-test and correlation analysis in R Software. Satisfaction level that was delivered from the rewards (extrinsic and intrinsic) has relationship between organizational commitment and job satisfaction.

Work Life Balance

Norzita (2020), studied the relationship between work life balance and employees performances and retention. 65 samples were used and for statistical analysis, skewness and kurtosis and correlation test were been used. Significantly has low relationship with the work life balance and employees performances and retention and identified that work life balance practices involve high production, health, family and time that satisfies the employees. Shilpy Kashyap (2016), developed the employee well being concept and satisfaction of employees require work life balance. This study has conveyed that there is a strong relationship between employee wellbeing, satisfaction and work life balance that maintain and increase employee retention and employee production. Gulbahar (2014), examined and revealed that there is high relationship between work life balance and organizational commitment.

Organizational Culture

Ismael Younis (2010), has studied the linking relationship between organizational culture and organizational performances and always organizational performances involves both monetary and non-monetary performances. Mediating effect of organizational culture always show the values, beliefs, rewarding and team building influences the employees performances. Dr. Hakan Cora (2017), analysed that organizational culture creates and impact employee satisfaction. It motivates the employees and influences the behaviour of employees that creates commitment (behaviour, continuance and mandatory) towards the work and the organization. Ndife (2020) has investigated that organizational culture has relationship between employee turnover and 350 samples were collected successfully out of 600 employees. Used Correlation analysis to find out the relationship between organizational culture and employee turnover and the outcome was positive responds.

Conclusion

This study has contributed to know the relationship between psychological factors like Training and Development, Organizational Culture, Motivation, Performance Appraisal, Leadership Style, Rewards and Recognition on Talent Management Practices that attract, develop and retain the employees for the longer period of time. This research reveals that factors need mediating variables like Organizational commitment and job satisfaction for impacting the Talent Management

Practices. Focusing and adapting TMP by advancing the psychological factors can increase the performances of the organization, reduce the turnover and increase the loyalty of employees for effective work outcomes.

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