

IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION IN NBFCS

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Abstract

Talent management is the core functional unit of an organization, and In order to enhance the productive performance of employees, talent management uses human resource planning to achieve this goal. To make them a part of talent management and strategic workforce planning, efforts have been made to retain, develop, attract, and reward employees. Talent management can lead to higher level performance and satisfaction of employees' instead of being a process of hiring; reinforcing and evaluating the aptitude. Keeping in mind the necessity of talent management, this paper analyzes probable scenarios of talent management practices in public sector banks and how these practices, in turn, improve bank employees' performance. Furthermore, it examined how talent management practices could influence the employees' satisfaction in Indian public sector banks. The study will tender to the talent management literature by pondering how talent management practices affect the organizational outcomes, such as employee satisfaction and performance.

Introduction

Employee performance and job satisfaction are critical in today's competitive environment in order for firms to achieve their goals. Previously, materialistic items were regarded as more valuable than any other in the eyes of an organization. Organizations, on the other hand, have realized that human resources are more valuable than other assets. Organizations focus on human resources to improve performance due to high global competition and a dynamic business environment. Organizations can attain social sustainability with a positive working relationship with employees. A competent and motivated worker is a resource that is extremely scarce and not readily available in the market. Because of this, modern businesses seek to use sustainable human resources to gain competitive advantages. Human development, including education, training, a positive work environment, fair pay, and a sound corporate culture, is the key to achieving social sustainability. In recent years, one of the most important goals of any organization has been to effectively manage its employees by encouraging positive attitudes such as increased productivity, job satisfaction, and organizational social behavior, while discouraging negative employee attitudes such as high employee turnover, absenteeism, and deviant behavior in the workplace. This can be accomplished in any organization by employing better management and implementing the best employee empowerment system. Human resources are assets made up of the employee's skills and experiences. A great job encourages employees to seek knowledge, the most up-to-date information skills, and how and where to apply their expertise to advance their status. A better working environment motivates employees, and the continuous advancement of technology for the best utilization of the workforce benefits them in working and completing their projects. One of the factors that can influence employee job satisfaction to achieve company goals is the work environment. If the

company employees are provided with a suitable work environment, they put more effort in to meet the objectives of their company.

Job satisfaction is an organization's unnoticed success, which refers to a collection of positive feelings that employees have about their jobs, and it has a cascade of effects on various aspects of a company. It combines physiological and environmental factors that cause an individual to be genuinely pleased with his or her work. Job satisfaction is critical to the overall productivity of any industry, which is important for both the employer and the employee. This is because numerous studies have shown that employers greatly benefit from satisfied employees. They are, after all, more productive. Job satisfaction can also be defined as the degree to which a worker is satisfied with the rewards he or she receives from his or her work, particularly in terms of intrinsic motivation. Human Resource (HR) practices in organizations, such as career opportunities, job nature, and overall working environment, have an impact on professionals' job satisfaction. Employee satisfaction indicates how satisfied an employee is with his or her job and working conditions. Everyone, from managers to retention agents to HR, needs to understand employee engagement and loyalty to determine how committed the workforce is to the organization and whether employees are satisfied with the way things are done to determine their likelihood of staying with them.

Performance has become a hot topic among decision-makers, who are constantly highlighting how their staff or employees perform. The term "performance" comes from the words "employee performance" or "actual performance", and it refers to a person's work or accomplishments. To evaluate employee performance, it is critical to analyze performance through assessment. It is possible to determine whether or not employee performance meets expectations. Employees perform better when they are confident in their ability to complete work-related tasks. When employees are confident in their ability to complete work-related tasks, they have less uncertainty about themselves and their work, which improves job performance. Furthermore, psychological factors such as inter-personal relationships, leadership styles, and opportunities for professional development have a significant impact on employee performance [14]. Employee performance and job satisfaction are useful tools for continuously developing and improving organizational performance to achieve strategic objectives. Job satisfaction is critical to the overall productivity of any industry. Job satisfaction is important for both the employer and the employee. Many studies have shown that satisfied employees benefit employers because they are more productive. Employees perceive the meaning of their work when they are satisfied with their jobs. Workers who understand how their positions affect others perform better because they have faith in their ability to complete work-related tasks. They are more confident in themselves and their work, which improves job performance. Organizations rely on their workforce to achieve maximum productivity, which translates into organizational efficiency. As a result, ensuring employee job satisfaction is critical to organizational success. Pakistan has the ninth largest workforce in the world. According to the Labor Force Survey, the agriculture sector employs 38.49% of the population, followed by the manufacturing sector, which employs 16.05% of the workforce, while the construction industry employs a labor force comprising more than 7% of the workforce. In Pakistan, very few researchers have focused on the relationship between job satisfaction and

employee performance. Further, those studies were limited to the identification of the parameters of job satisfaction and employee performance. As yet, no model has been found to describe the relation between job satisfaction and employee performance in Pakistan. Understanding the issues and variables that can enhance the performance of the employees is very essential for achieving success in any business. This compelled me to investigate the relationship between job satisfaction and employee performance in Pakistan's construction industry. This will emphasize the significance of job satisfaction and employee performance development. Thus, regression models are developed to assess the effects of job satisfaction and employee performance. This paper is divided into several sections: the introduction, the literature review, research methodology, the results and discussion, and the conclusion.

NBFCs in India:

Non-banking financial firms (NBFCs) play a significant role in sustainable economic growth in the region. They are the ones who expand their hands to the unbanked areas with different their customized products. In many of the functional areas, business community considers them as a bank because their customer centric customized products are financial friendly in nature. They are bridging up the major gaps in lending to the financially excluded people in remote corners of the country. This is the reason RBI has a strong support towards them and not only that, RBI is strategizing to rejuvenate their financial structure. RBI already has formed several committees to enrich the financial base of NBFC.

Type of NBFC	Activity
Asset Finance Company (AFC)	Financing of physical assets including automobiles, tractors and generators.
Loan Company	Provision of Loan Finance
Investment Company	Acquisition of securities for purpose of selling
NBFC-Infrastructure Finance Company (NBFC-IFC)	Provision of infrastructure loans.
Infrastructure Debt Fund-NBFC (IDF-NBFC)	Facilitation of flow of long-term debt into infrastructure projects
NBFC-Micro Finance Institution (NBFC-MFI)	Credit to economically dis-advantaged groups
NBFC-Systemically Important Core Investment Company (CIC-ND-SI)	Makes investments and loans to group companies.
NBFC-Factor	Acquisition of receivables of an assignor or extending loans against the security interest of the receivables at a discount.

Several stats show that the total number of registered NBFCs with RBI has declined from 11,402 at the end of September 2018, to 10,190 as at the end of March 2019. This is surely a major decline. The total liabilities of the NBFC sector is Rs. 26.01 lakh crores out of which Rs. 22.22 lakh cores are accumulated by NBFCND-SI while Rs. 3.79 lakh crores are of the NBFC-D.

Objectives

- Research different influences in the employee performance
- To identify and study the factors affecting the employee satisfaction

- The present research article's aim is to evaluate whether the various Engagement factors significantly impact the Employee engagement practices in Non-Banking Financial Companies of India.

DATA ANALYSIS AND INTERPRETATION

Introduction

This division deals with the investigation of data collected from the survey and the results obtained to be interpreted in a beneficial discussion in the concluding chapter 5. This chapter consist of analysis relating to (I) Demographic profile of the respondents, (2) measures of levels of Talent Management Practices (3) Measures of levels of Employee Engagement (4) Measures of level of Job Satisfaction.

Table 1 - Age profile of the Respondents

Age	Frequency	Percent
20-24 years	70	28
25-29 years	120	48
30-34 years	30	12
35-39 years	20	8
40 years & above	10	4
Total	250	100

Table 2 - Gender Profile of the Respondents

Gender	Frequency	Percent
Male	178	71.2
Female	72	28.8
Total	250	100

Table 3 - years of working experience of the respondents

Experience	Frequency	Percent
Less than 2 years	120	48
3-5 years	50	20
6-10 years	85	34
Greater than 10 years	95	38
Total	250	100

Descriptive Analysis

Descriptive analysis used by the researcher to summarise and arrange information in a viable and significant manner. Descriptive analysis is used to show data collected by investigating and distributing values obtained across all variables and determining whether there is a relationship between the variables. During the study, descriptive data were collected to obtain a reflection of the data collected. In the present study variables are Talent Management Practices construct which include Compensation and Benefits, Growth and Learning Opportunities, Organisation Culture and Policies and Interpersonal Relationship, Employee Engagement construct and Job Satisfaction construct performed items descriptive analysis and identified mean score and standard deviation score.

Descriptive Analysis for Talent Management Practices Constructs

Compensation and Benefits

Table 4 shows the standard deviation and mean of the measured items Compensation and Benefits. All of the characteristics outperform the mean estimation of 4.0.

Table 4 - Descriptive analysis for Compensation and Benefits

Measured Items	Mean	S.D
My salary that I receive is adequate	4.139	0.865
I am extremely satisfied with the salary and benefits package I receive	4.132	0.908
I get sufficient perks.	4.055	0.824
I get frequent salary increments	4.036	0.834
My organisation offer bonus and incentives	4.089	0.865

Table 4 shows that the descriptive analysis of compensation and benefits that the scores on the scale items were equally distributed. Item no: 1 "My compensation that I get is sufficient" scored the highest mean value which equals (4.139) while item no: 4 "I get regular salary

increments “scored the lowest mean values which equals (4.036). This results indicates that the employees are satisfied with their salary benefits that they are receiving in IT Company. Growth and Learning Opportunities

Table 5 - Descriptive analysis for Growth and Learning Opportunities

Measured Items	Mean	Standard Deviation
This organisation is much concern about our career development and growth opportunities for future.	4.078	0.896
Training programmes provide by the organisation are adequate for our development.	4.110	0.908
I think my job is challenging to fully utilize capabilities	4.073	0.960
Apart from financial benefits, career growth, work culture and international opportunities are important for us	4.099	0.946
I believe that my job is purposeful for attaining the objectives of the organization	4.068	0.934

Source: computed primary data

Table 5 shows that the descriptive analysis of for Growth and learning Opportunities that the scores on the scale items were equally distributed. Item no: 2 “Training programmes delivered by the organization are sufficient for our development.” scored the highest mean value which equals (4.110) while item no: 5 “I accept that my work is intentional for accomplishing the goals of the organization” scored the lowest mean value which equals (4.068). The result indicates that the large portion of respondents coincide with the explanation that the organization conducted the training programmes for developing the knowledge of employees in IT companies.

Table 6 - Descriptive analysis for Organization Culture and Policies

Measured Items	Mean	Standard Deviation
HR policies are effective to keep employee motivated and retained with the organisation.	3.624	1.138
Organization much concern about our quality of life.	3.658	1.047

There is someone at work who encourages my development	3.928	0.958
At work, my opinion seems to count.	3.894	0.974
The mission or purpose of my company makes me feel my job is important.	3.888	1.014
My associates or fellow employees are committed to doing quality work	3.936	1.018
I have a best friend at work.	3.914	1.078
In the last six months, someone at work has talked to me about my progress.	3.908	1.072
This last year, I have had opportunities at work to learn and grow	3.995	1.117

Source: computed primary data

Table 8 shows that the descriptive analysis of Employee Engagement scale. Item no:1 “I know what is anticipated out of me at job” scored the highest mean value which equals (4.051) while item no:4 “In the recent seven days, I have received recognition or praise for accomplishing great work” scored the lowest value which equals (3.755) among the items measured. The result indicates that the large portion of respondents strongly agrees with this statement and the mean score were distributed evenly for all the items. Managers are mainly responsible for their employees’ engagement levels. Employees, how they feel at work about their jobs. If the organization possesses higherlevel of employee engagement out perform their competitor with regard to profitability.

Table 9- Descriptive analysis for Job Satisfaction

Measured Items	Mean	Standard Deviation
I have the option to keep occupied constantly.	3.989	0.834
The opportunity to work alone in my job	4.014	00.861
The opportunity to do various things from time to time.	4.018	0.832
The opportunity to be "someone" in the community.	3.868	0.854
The way my manager handles his/her worker	3.953	0.827

financial needs of individuals and business that have traditionally remained un-served or underserved by banks. But the regulations for NBFCs have become stricter in recent times, the cost of borrowing has increased and NBFCs are focusing on niche markets and personalized products and services. As a key aspect of human resource management, talent management has a fundamental role in ensuring that employees are satisfied with their jobs so that they can stay in the organization. Job satisfaction is a complex and multifaceted concept with many meanings for different researchers. Talent management focuses on the full journey of the employee through recruiting, onboarding, training, upskilling, and promotions. Performance management refers to measuring employee performance based on feedback and metrics and engaging employees to improve productivity and accomplish organizational goals. An employee's job satisfaction is a reflection of how they feel about their work environment and the company they work for. It affects their overall performance at work, as well as how they interact with customers and clients.

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