The Influence of Talent Management Practices on Employee Performance in Service-Based Organizations

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Abstract

Talent management is a strategic process focused on attracting, developing, retaining, and optimizing an organization's workforce to achieve its goals efficiently. Within this framework, the study explores how talent management practices influence employee performance in the service sector of Surkhet District. This study employed a quantitative research approach, collecting survey data from 315 service sector employees in Surkhet District. Selected for its demographic diversity and role as the administrative capital of Karnali Province, the district's workforce varies significantly in race, caste, age, gender, and marital status factors that often complicate the alignment of employee performance with organizational goals. This setting provided an ideal context for investigating the impact of talent management practices. Data was gathered through a structured questionnaire and analyzed using regression analysis in SPSS 25 to evaluate the relationship between talent management variables and employee performance. The results demonstrate a significant positive influence of key independent variables talent planning, talent development and attraction, recruitment and retention strategies, and rewarding and compensation systems on employee performance. These practices strengthen engagement, motivation, and productivity by implementing strategic workforce planning, fostering professional growth, optimizing hiring processes, and offering competitive rewards. Collectively, they contribute to enhanced organizational success. Service sector organizations face challenges in adopting strategic HR practices, including limited awareness, resource constraints, and a shortage of skilled professionals. Given the traditional emphasis on operational efficiency and the difficulties of managing workforce diversity, this study explores how talent management can enhance organizational performance in the region.
Keywords: *Talent planning, Developing & attracting, Recruitment & retention, Rewarding &Compensation and performance*

Introduction

Effective talent management is vital for the sustainability and competitiveness of the country's manufacturing and service sector, a key contributor to the economy (Subroto

et al., 2024).Enhancing employee performance in a business can be achieved by recruiting talented and highly skilled individuals. By fostering their growth and ensuring their retention, the organization can effectively meet its strategic goals (Harahap et al., 2024). To ensure the company attracts, hires, retains, and engages talented employees, it integrates multiple HR functions. By focusing on continuous development and fair recognition, the company can enhance productivity, reduce turnover, and build a strong talent pipeline for long-term success (Mahato & Kaur, 2023; Karalar & Atay, 2020). In order to produce or developing talent is the process of fostering, developing, and strengthening current personnel and new hires (Mantow & Nilasari, 2022). Talent management strategies focus on accelerating individual learning, strengthening skills, and preparing employees to tackle both present and future demands. These practices are vital for organizations, as they boost employee performance and contribute to achieving business goals more effectively (Thakur & Sanjrani, 2024; Laras et al., 2019). The foundation for enhancing and employing suitable talents in the future for the company's advancement is the management of talent qualifications. Organizational goals are supported and attained through talent development, management, and acquisition. An organization's performance is mainly driven by human resources, so this management is crucial. Many organizations fail to prioritize talent management, often neglecting proper planning and direction. This oversight negatively impacts both managerial effectiveness and overall organizational performance (Ikhsanuddin et al., 2024; Sopiah et al., 2020).

According to Sembiring and Damayanti (2023), organizational success relies on effective talent management practices, which aim to identify, develop, deploy, and retain high-potential employees. The study emphasizes the importance of implementing the best talent management practices to ensure an organization's success and growth. (Mutinda, 2017). Kushwaha and Singh (2023) argue that in order to build a trained and capable workforce, talent management includes a wide variety of strategies for finding, nurturing, and using high-potential people inside an organization. When implemented strategically, talent management will enhance knowledge management, which in turn may enhance employee performance (Ekhsan et al., 2023; Bani-Hani, 2021; Bibi, 2018). In conclusion, by paying attention to effective talent management, companies or organizations can improve employee performance and encourage their involvement in employment.

This study, "The Influence of Talent Management Practices on Employee Performance in Service-Based Organizations in Surkhet District," is driven by the importance of talent management in improving organizational success and employee performance. In the competitive service industry, good talent management is key to attracting, developing, and keeping skilled workers, which helps organizations succeed.

The lack of strategic talent management practices may limit the ability of these organizations to achieve competitive advantage and deliver quality services. This study seeks to address the gap in understanding how talent management practices influence employee performance in the context of service organizations in Surkhet, providing insights to improve workforce management strategies and organizational outcomes. The general objective of this study is to examine the influence of talent management practices on employee performance in service-based organizations in Surkhet District. The study examines how these practices affect performance in the Surkhet District, providing useful insights for better managing human resources and achieving long-term growth.

Review of Literature

Talent Planning and Employee Performance

Talent planning is integral to enhancing employee performance. Organizations can create a more effective and high-performing workforce by focusing on aligning values, developing competencies, and empowering employees (Nurung et al., 2023). Organizations that focus on talent planning are better positioned to retain their top talent. The evidence presented in their paper supports the notion that by offering career progression opportunities and adequate benefits, organizations can enhance employee commitment and performance (Thakur & Sanjrani, 2024). Talent planning is statistically significant in influencing employee performance. Organizations can significantly enhance their workforce's performance by focusing on strategic HR planning, integrating learning and development, ensuring fair compensation, and maintaining high levels of employee engagement (Waliyati & Supratikta, 2024). The study indicates that succession planning positively influences employee performance. This effect is particularly noted in the commercial banking sector in Pakistan, where the authors found a significant correlation between effective succession planning and enhanced employee outcomes(Insights from Pakistan's Commercial Banking Sector, 2020).

Based on the insights provided by the experts regarding the significant impact of talent planning, it has a statistically significant effect on employee performance, The present researcher proposes the following hypothesis:

H_{A1}: Talent planning significantly affects the employee performance.

Developing Attracting and Employee Performance

Understanding generational differences in the workplace is crucial for attracting and retaining talent. Developing and attracting talent has a statistically significant effect on employee performance. By understanding generational influences, implementing effective development programs, redesigning performance management systems, ensuring knowledge retention, and managing a global workforce, organizations can create an environment that fosters high performance and engagement among employees. Developing and attracting have a statistically significant effect on employee performance (France et al., 2009). The researcher indicates that organizations that adopt ITD strategies can achieve long-term sustainability and competitive advantage. Developing and attracting talent are crucial components that significantly affect employee performance. Organizations prioritizing inclusive talent development can foster a more engaged and capable workforce, leading to improved performance and organizational success (Kaliannan et al., 2023).The study's findings show that talent management practices significantly affect employee performance. This means organizations that focus on attracting and developing talented individuals are likely to see improvements in overall employee performance (Ekhsan et al.,2023).The study's findings suggest a statistically significant relationship between the development and attraction of talent and employee performance. This is evidenced by the positive effects observed in the data collected from 532 owners/managers in organizations (Rožman et al., 2023). Based on the insights provided by the experts regarding the significant impact of developing and attracting, it has a statistically significant effect on employee performance. The present researcher proposes the following hypothesis:

$H_{A2:}$Developing and attracting have a significant effect on employee performance

Recruitment and Retention and Employee Performance

The study concludes that effective recruitment and retention strategies can help organizations like AACT retain employees for longer. Recruitment and retention

strategies significantly influence employee performance by hiring and retaining the right individuals, fostering engagement, and minimizing turnover-related disruptions(Saarkwah, 2018).The analysis in the paper provides statistical evidence supporting the hypotheses that recruitment and employee retention significantly affect employee performance. The reported coefficients and T-statistics confirm these relationships, indicating that employee performance also increases as recruitment and retention improve (Sutanto & Kurniawan, 2017). Many organizations overlook the costs associated with staff turnover and the benefits of retention. A clear understanding of these factors can lead to more strategic recruitment and retention efforts. Effective recruitment and retention strategies are vital for enhancing employee performance. Organizations can create a supportive environment that fosters high employee performance by focusing on long-term investment, community involvement, and continuous evaluation (Larson et al., 2012).The study identifies a direct link between individual-level actions (like recruitment and retention) and organizational-level outcomes (such as success). This study strongly supports the notion that effective recruitment and retention strategies statistically affect employee performance. By focusing on these areas, organizations can enhance their human capital, leading to tremendous success and sustainability in their operations(Barinua, 2022). The relationship between recruitment, retention, and performance is cyclical. Satisfied and engaged employees can become brand ambassadors, attracting new talent. This cycle reinforces the importance of effective talent management in achieving good business outcomes and enhancing employee performance (Human Resource Management International Digest, 2019). The present researcher proposes the following hypothesis:

H_{A3} Recruitment and retention significantly affect the employee performance

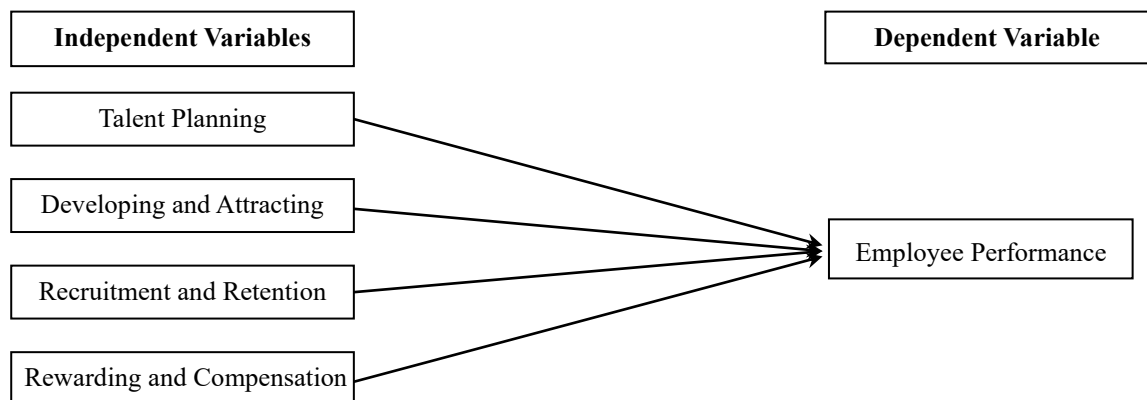**Rewarding and Compensation and Employee Performance**

Empirical results have shown that rewards and compensation significantly affect employee performance. This consistency across different studies reinforces the conclusion that effective reward systems are essential for enhancing employee performance (Lipuku et al., 2022).Studies indicate that a well-structured compensation and reward system significantly enhances employee performance. When employees receive satisfactory compensation, they are more motivated to exert significant effort in their roles, leading to improved performance outcomes (Sejal & Bhavikatti, 2024). The

study provides substantial evidence that rewards and compensation have a statistically significant effect on employee performance. These findings advocate for strategic management practices that prioritize employee rewards to foster a motivated and high-performing workforce (Chinedu, 2021).The study indicates that compensation (X1) has a positive and significant influence on employee performance (Y). This is supported by a t-count of 3.113, which exceeds the critical threshold, confirming that as compensation increases, employee performance also improves significantly (Ghifary & Syamlan, 2024).

The experts mentioned above noted that recruitment and retention influence employee performance. Based on this finding, the researcher presents the following hypothesis. Based on this data, the current researcher hypothesized the following:

H_{A4} *Rewarding and compensation significantly affect the employee performance*

Conceptual Framework

Independent Variables		Dependent Variable
Talent Planning		
Developing and Attracting		Employee Performance
Recruitment and Retention		
Rewarding and Compensation		

Methodology

This study adopted a causal-comparative research design, incorporating independent variables such as talent planning, developing and attracting, recruitment and retention, rewarding, and compensation, with employee performance as the dependent variable. To ensure data reliability and validity, structured questionnaires were developed through expert consultation and a review of prior literature. The questionnaires comprised two types of questions: multiple-choice, close-ended questions to collect demographic information and a Likert scale to measure responses related to the study's core focus. A total of 345 questionnaires were distributed to employees in various service sectors, including cooperative organizations, hotels, and boarding schools in

Surkhet municipality, with 315 complete responses received. Respondents were asked to allocate time for completing the questionnaires, which were then distributed using convenience sampling, where participants were selected based on their availability and willingness to participate. Cronbach's Alpha was used to evaluate data reliability, and descriptive and inferential statistical methods were applied to analyze the data. Data analysis was performed using SPSS version 25.

Reliability

To evaluate the internal consistency or dependability of a collected of items and make sure they consistently measure the same construct, Cronbach's alpha has calculated (Habes et al., 2023).

Table 1

Reliability Statistics of the Variables

Variable Name	No. of Items	Cronbach's Alpha
Talent Planning	6	0.892
Developing and Attracting	6	0.891
Recruitment and Retention	6	0.917
Rewarding and Compensation	6	0.948
Employee Performance	6	0.897

The results presented in Table 4 demonstrate excellent internal consistency across all measured variables, with Cronbach's Alpha values well above the 0.70 threshold, indicating high reliability(Christmann & Van Aelst, 2006). Talent Planning ($\alpha = 0.892$), Developing and Attracting ($\alpha = 0.891$), and Employee Performance ($\alpha = 0.897$) exhibit strong reliability, while Recruitment and Retention ($\alpha = 0.917$) and Rewarding and Compensation ($\alpha = 0.948$) show even greater consistency, reflecting near-perfect scale reliability. These findings confirm that the measurement instruments for each construct are robust and internally consistent, ensuring that the items accurately assess their intended dimensions.

Content validity was applied to ensure the validity of the research instrument. To ensure the content validity of the questionnaire on talent management and employee performance, key constructs above variables were identified through a literature review

and used to create relevant items. Further, experts' and professionals' reviews were considered to ensure the constructs were comprehensively represented.

Results and Discussion

Table 2

Demographic Profile of the Respondents

Demographic	Categories	Respondents	Percentage
Age Status	Up to 25 years	58	18.41
	26-35 years	174	55.20
	36-45 years	76	24.13
	46 and Above years	7	2.22
Gender Status	Male	186	59.05
	Female	129	40.95
Cast Status	Brahmin	108	34.29
	Chhetri	152	48.25
	Janajati	34	10.79
	Dalit	8	2.54
	Others	13	4.13
Marital Status	Married	223	70.79
	Unmarried	92	29.21
Educational Status	Up to SLC/SEE	12	3.81
	Up to + 2	92	29.21
	Bachelor	155	49.21
	Master and above	56	17.78
Experience	Up to 5 years	173	54.92
	6 -10 years	84	26.67
	11 or above years	58	18.41

Table 2 shows various demographic characteristics of the respondents. Regarding age, respondents ranged from up to 25 years, with 18.41 percent aged 26-35 years,55.20 percent aged 36-45 years, 24.13 percent aged 34 to 41, and 2.22 percent aged 46 and Above years. Similarly, the gender distribution comprised 59.05 percent male and 40.95

percent female participants. Regarding caste distribution, 34.29 percent of respondents identified as Brahmin, 48.25 percent as Chhetri, 2.54 percent as Dalit, and 4.13 percent belonged to other castes. Marital status showed that 70.79 percent of respondents were married, while 29.21 percent were unmarried. Educationally, 3.81 percent of respondents completed education up to SLC/SEE, 29.21 percent held up to + 2, 49.21 percent had bachelor's degrees, and the remaining 17.78 percent had qualifications beyond the Master's and above. Further, regarding work experience, 54.92 percent of respondents had up to 5 years of experience, 26.67 percent had 6 to 10 years of experience, and 18.41 percent had 11 or above years of experience. These statistics provide a comprehensive demographic overview for further analysis.

Inferential Statistics

Table 3

Correlations

	TP	DA	RR	RC	EP
TP	1				
DA	.310**	1			
RR	.429**	.289**	1		
RC	.223**	.388**	.443**	1	
EP	.411**	.385**	.454**	.408**	1

**Correlation is significant at the 0.01 level (2-tailed) N =325.

Table 3 displays the outcomes of the correlation analysis, exploring the relationships among the variables. The matrix indicates significant positive correlations, with the strongest links found between RR and EP (0.454), RR and RC (0.443), and TP and RR (0.429), reflecting moderate to strong associations. Moderate correlations are also evident between TP and EP (0.411), RC and EP (0.408), DA and RC (0.388), and DA and EP (0.385). Weaker yet significant relationships are observed between TP and DA (0.310), DA and RR (0.289), and TP and RC (0.223). All correlations are statistically significant at the 0.01 level, implying that as one variable increases, the other tends to increase as well, albeit with varying strength. Overall, RR and EP exhibit the strongest relationship, while TP and RC show the weakest.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.581[a]	0.337	0.329	0.54547	1.468

a. Predictors: (Constant), RC, TP, DA, RR

The model summary in Table 4 indicates that the predictors (RC, TP, DA, RR) collectively explain approximately 33.7% of the variance in the dependent variable, as evidenced by the R Square value of 0.337. The Adjusted R Square, which accounts for the number of predictors, is slightly lower at 0.329, suggesting a modest but statistically significant explanatory power. The standard error of the estimate (0.54547) reflects the average deviation of observed values from the predicted values, indicating moderate precision in the model's predictions. The Durbin-Watson statistic of 1.468 falls within the acceptable range (typically 1.5–2.5), suggesting no severe autocorrelation in the residuals, though it may warrant further investigation for potential mild positive autocorrelation. Overall, the model demonstrates a moderate fit, with room for improvement in explanatory power.

Table 5

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.969	4	11.742	39.465	.000[b]
Residual	92.237	310	0.298		
Total	139.206	314			

a.   Dependent Variable: EP

b.   Predictors: (Constant), TP, DA, RR, RC(Talent planning, developing and attracting, recruitment and retention, rewarding and compensation, employee performance)

    Level of Significance=0.05: N=315

The ANOVA results in Table 5 indicate that the regression model is statistically significant in predicting the dependent variable. The regression sum of squares (46.969)

represents the variance explained by the model, while the residual sum of squares (92.237) reflects unexplained variance. With 4 degrees of freedom for regression and 310 for residuals, the mean squares were 11.742 (regression) and 0.298 (residual). The high F-statistic (39.465) and a highly significant p-value (.000b) suggest that the regression model fits the data significantly better than a model with no predictors. This implies that at least one of the independent variables in the model has a meaningful relationship with the dependent variable. The total variance (sum of squares = 139.206, df = 314) confirms the model's overall explanatory power.

Table 6

Results of Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.538	0.135		3.999	0.000		
TP	0.239	0.058	0.216	4.121	0.000	0.777	1.287
DA	0.192	0.055	0.180	3.461	0.001	0.795	1.258
RR	0.216	0.054	0.225	4.032	0.000	0.687	1.456
RC	0.140	0.040	0.190	3.512	0.001	0.730	1.371

The linear regression analysis results (Table 6) indicate that all four predictors—TP (t = 4.121, p < 0.001), DA (t = 3.461, p = 0.001), RR (t = 4.032, p < 0.001), and RC (t = 3.512, p = 0.001)—are statistically significant predictors of the dependent variable. The unstandardized coefficients (B) suggest that TP has the strongest effect (B = 0.239), followed by RR (B = 0.216), DA (B = 0.192), and RC (B = 0.140). The standardized coefficients (Beta) show similar relative contributions, with RR having the highest standardized impact (Beta = 0.225). Collinearity statistics (Tolerance > 0.1, VIF < 5) indicate no multicollinearity concerns. The constant term is also significant (t = 3.999, p < 0.001), suggesting the model accounts for meaningful variance in the outcome. Overall, the model demonstrates that each predictor significantly and independently contributes to explaining the dependent variable.

These results indicate that all four factors significantly influence employee performance in the study area.

Table 7

Summary of Hypothesis

Hypothesis No.	Results of Hypothesis	Accept or Reject Decision
H_{A1}	Talent planning has a statistically significant effect on employee performance.	Accepted
H_{A2}	Developing and attracting have a statistically significant effect on employee performance.	Accepted
H_{A3}	Recruitment and retention have a statistically significant effect on employee performance.	Accepted
H_{A4}	Rewarding and compensation have a statistically significant effect on employee performance.	Accepted

This study aimed to analyze the impact of talent management on employee performance within the service sector of Surkhet District, Karnali Province. The research focused on four key variables: talent planning, talent development and attraction, recruitment and retention, and rewarding and compensation. The findings from the linear regression analysis revealed several significant insights, which are discussed in detail below. The study confirms a significant linear effect of talent planning on employee performance. The result validates the first hypothesis, H_{A1}. This result aligns with the study of Sanjrani, 2024 Waliyati, Supratikta, 2024; Nurung et al., 2023). Similarly, the study revealed a significant linear effect of developing and attracting employee performance and confirms the second hypothesis (HA2), which is similar to the study of(Ekhsan et al., 2023 Kaliannan et al., 2023 Rozman et al. 2023; France et al. 2009). The findings showed a significant linear effect of recruitment and retention on employee performance. This result confirms the third hypothesis (H_{A3}) and aligns with the result of the study (Barinua, 2022; Saarkwah, 2018; Sutanto & Kurniawan, 2017; Larson et al., 2012). Further, the results validated the fourth hypothesis (H_{A4}), which states that rewards and compensation have a significant linear effect on employee performance. This result is like the study's findings (Ghifary & Syamlan, 2024; Sejal & Bhavikatti, 2024; Lipuku et al.,2022; Chinedu, 2021).

Conclusion

This study demonstrates that talent management practices, specifically talent planning, developing and attracting, recruitment and retention, and rewarding and compensation, significantly impact employee performance within the service sector of Surkhet District. The positive relationships identified between these factors and employee performance validate the study's hypotheses and align with previous research, reinforcing the critical role of talent management in achieving organizational objectives.

The findings indicate that each factor is crucial in positively influencing employee performance. Strategic talent planning ensures that the right individuals are positioned in roles that align with organizational objectives, enhancing overall productivity. Investing in employee development and attracting top talent enhances workforce skill levels, engagement, and innovation. Effective recruitment practices bring in qualified candidates, while strong retention strategies reduce turnover, ensuring workforce stability and consistent performance. Competitive compensation and well-structured reward systems boost motivation, job satisfaction, and employee commitment, leading to improved performance. Each of these factors plays a crucial role in influencing employee performance positively.

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