

A Study on Creating Employee Engagement Through Talent Management and Motivation

Ms. P. Monisha¹, Dr. S. Uma Mageswari²

¹*Research Scholar, Department of Business Administration, Auxilium College (Autonomous),
Affiliated to Thiruvalluvar University, Serkkadu, Vellore – 632 115.*

²*Assistant Professor and Supervisor, Department of Business Administration, Auxilium College
(Autonomous), Vellore – 632006*

Abstract—The current research explores the relationship between talent management, employee motivation, and employee engagement. Engaged and motivated employees who benefit from effective talent management practices contribute significantly to organizational productivity, commitment, and job satisfaction. Organisations are realising on how important employee engagement is to productivity, organisational performance, and retention of employees in today's competitive business environment. However, because of poor talent management strategies and declining employee motivation, many businesses find it difficult to develop a highly engaged staff. Workers frequently feel underappreciated, underutilised, or unsupported, which lowers commitment, lowers job satisfaction, and increases intentions to leave. A descriptive research design was adopted, and primary data was collected from 155 employees using a structured questionnaire based on a 5-point Likert scale and statistical tools were used to analyse the data through SPSS. The findings of the study revealed that Talent Management practices have a positive and significant impact on both Employee Motivation and Employee Engagement. The results also indicated that Employee Motivation significantly contributes to higher levels of Employee Engagement. The research concludes that effective implementation of Talent Management strategies enhances motivation levels, which in turn strengthens Employee Engagement and overall organizational performance.

Index Terms—Talent Management, Motivation, Employee Engagement.

I. INTRODUCTION

Every business, whether large or small, state-owned or privately held, or engaged in manufacturing and services, aspire to succeed. The management technique known as "talent management" first

appeared in 1990 and is still in use today as more and more businesses come to understand that their employees' skills and talents are what make their company successful. Talent management refers to a systematic and organised strategy for identifying, attracting, and developing skilled individuals inside a company. The most important aspect of incorporating workers into the company is talent management. Every worker desires a position that best suits their abilities. When the organisation can place workers in roles and industries that balance their skills and aptitudes, they will be enthusiastic to go to work. A person's talent is an innate trait that very few people possess. Talent has the power to significantly impact both present and future business performance, making it comparable to a person's competencies that should be investigated for the organizations competitive advantage. Talent management ensures that companies have the right people in the right place with the necessary abilities to support their business strategy. The complete set of procedures for identifying and managing personnel in support of an organization's successful business plan is really included in talent management. (Ballesteros,2010). According to research by Oldham (2014), employees who are happy with their professional development have a stronger association between job features and intrinsic motivation, and those who have more experience have higher levels of satisfaction with their managers and coworkers. There were significant correlations found between the employees' attempts and the quality of their job and intrinsic motivation. One of a manager's most crucial and challenging responsibilities is to provide the necessary motivation for work and to pay attention to the motivating factors of employees.

Some motivation theories operate under the assumption that employees will perform effectively and positively if given opportunity and the correct stimulation; managers, however, must exercise caution when offering reinforcement to their employees. There are two main markers for motivational variables. 1) Individual input consists of a person's enhanced worth, skill, emotional maturity, and capacity. 2.) The physical surroundings, recognition, affirmation, instruction, social conventions, and corporate culture all make up the work setting. Because they have motivational processes that include focus, direction, perseverance, and work intensity to produce positive work behaviour, these two main factors can be indicators in resolving issues with declining company performance standards. This is especially true when it comes to offering solutions for the issue of employees' absence in completing work (Kinicki, 2014).

Employee engagement is the practice of delegating an employee to a duty or involving them in a specific activity as part of the organization's output or service. Human resources, or persons, are one of the many resources that an organisation needs to succeed and accomplish its objectives. According to Okwakpam (2019), motivation is also regarded as a value that is essential to accomplishing the goals of the company since without it, even highly skilled and competent employees might not provide the intended results. According to Islamy (2018), the findings of a study that conducted nearly 8,000 business units from 36 different companies revealed that high employee engagement is associated with high customer satisfaction, high productivity, a higher profile, higher turnover rates, and fewer work-related accidents.

II. TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT

Hughes and Rog (2008) argued that an organisation should support employee engagement in addition to the talent management approach that has already assisted with successful hiring, training, and staff retention. Talented employees can influence the aims and objectives of the company when they feel recognised. It enables them to experience motivation and alignment with the organization's aims and objectives, as well as recognition, appreciation, and value (Davies & Davies, 2010). "When done well, practices that support talent management also support

employee engagement," states the Corporate Leadership Council (2004). The act of an employee being engaged, excited, and content with their work is known as employee engagement. Employee engagement and turnover are reduced when talent management procedures and guidelines demonstrate a commitment to people (B. Lockwood, 2006). Highly-engaged employees create better results, understand the business environment, and interact closely with their coworkers. Existing research suggests that employee engagement is essential for the company to retain top talented employees (J. Bhatnagar, 2007).

III. TALENT MANAGEMENT AND MOTIVATION

Charan et al. (2001) stated that talent development will depend on the motivation variable. If employee motivation is high, talent management will be better for enhancing efficiency. Rothwell and Kazanas (2003) stated in their theory regarding the strategic development of talented employees to promote higher employee motivation. The trend towards remote work raises the question of how businesses can keep employees motivated in the absence of face-to-face interactions (Wang et al., 2021). Differences among Generation, compared to other generations, millennials and Gen Z workers have distinct expectations for job advancement and motivation (Lyons & Kuron, 2014).

IV. EMPLOYEE ENGAGEMENT AND MOTIVATION

Increased emotional and intellectual connection that results in employees having committed to their organisations and enthusiastic about their work, as well as applying more discretionary effort to activities and jobs, is known as employee engagement. It is a procedure and strategy to maintain staff members' dedication to company objectives and core values. Workers will exert both mental and physical effort while performing their duties. Employee enthusiasm and passion can be measured by employee engagement. Additionally, it symbolises a balance between maximising job satisfaction and maximising job contribution with all of one's willingness and effort. High-engaged workers go above and beyond their level of responsibility in their positions and make the greatest contributions to the company's success.

(Wahba, 2015). Haldorai et. al., (2020) stated that motivation is a crucial element of involvement. They claim that "employees themselves feel motivated to do more than is required" is the best indicator of overall engagement out of the five factors that make up their engagement index. "The extent to which the company motivates employees to do more than is required" comes in second. Motivational investments yield the highest return on overall involvement, hence increasing utility. According to Meyer (2017), employee engagement and motivation have recently become top concerns for organisations. Since research has demonstrated that motivated workers improve organisational outcomes including lower staff turnover and improved performance, this has drawn a lot of attention, as the relationship between employee motivation and engagement was still not well understood.

V. TALENT MANAGEMENT, MOTIVATION AND EMPLOYEE ENGAGEMENT

Talent management is their relationship between engagement and motivation. An organization's efforts to successfully recruit, retain, train and deploy staff are collectively referred to as talent management (Collings & Mellahi, 2009). According to recent research, personnel management plays an important role in determining engagement and motivation. Employee motivation and retention are better in companies that offer clear career paths and development opportunities. (Tansley, 2011).

Research Gaps

Very few studies examine the role of employee motivation, despite the fact that many explore the relationship between talent management and employee engagement. The way that talent management strategies affect engagement results through motivation is not widely recognised. Therefore, this study addresses the gap by examining the effect of employee motivation on the relationship between talent management and employee engagement.

Objectives of the study:

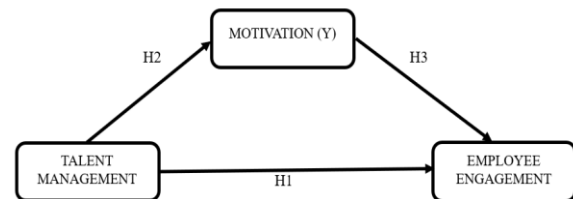
- 1) To examine the impact of Talent Management practices on Employee Engagement.

- 2) To assess the influence of Talent Management practices on Employee Motivation.
- 3) To analyze the relationship between Employee Motivation and Employee Engagement.
- 4) To explore the variations between talent management, motivation and employee engagement.

Hypotheses of the study:

- H1: Talent Management practices have a positive and significant impact on Employee Engagement.
- H2: Talent Management practices have a positive and significant impact on Employee Motivation.
- H3: Employee Motivation has a positive and significant impact on Employee Engagement.

Conceptual Framework



- H1: Talent Management → Employee Engagement
- H2: Talent Management → Employee Motivation
- H3: Employee Motivation → Employee Engagement

VI. RESEARCH METHODOLOGY

This research was conducted to determine the effect of talent management and motivation on employee engagement. The independent variable in this research is talent management and motivation and employee engagement as dependent variable. The study adopts a descriptive research approach to examine how employee engagement is affected by talent management and motivation. The research is quantitative in nature and uses a survey-based approach to collect primary data from employees. The population includes employees working in selected organizations. A sample of 155 employees was selected using convenience sampling technique depending on accessibility and relevance.

Measurement instruments:

Validated scales are employed to ensure reliability and validity:

- Talent Management (TM): Adapted from Collings & Mellahi (2009); Al Ariss et al. (2014); Tansley (2011), 11 items.
- Motivation Scale (WEIMS): (Tremblay et al., 2009), 11 items
- Employee Engagement: Utrecht Work Engagement Scale (UWES): (Schaufeli et al., 2002), 11 items

The questionnaire of this study is measured on Likert scale with five points ranging from strongly agree to strongly disagree.

Data collection procedure:

The instrument was pilot tested with 25-30 employees before the major survey to ensure its reliability and clarity. After obtaining informed consent, data was collected using google forms and print surveys. After being coded and verified for completeness, completed surveys were imported into SPSS for analysis.

Statistical Tools Used:

- Descriptive Statistics (Mean, Standard Deviation)
- Reliability Test (Cronbach's Alpha)
- Correlation Analysis (Relationship between variables)
- Regression Analysis (Impact of independent variables on dependent variable)

Data was analyzed using SPSS (Version 21) and results were interpreted for hypothesis testing.

VII. FINDINGS AND SUGGESTIONS

Reliability Test (Cronbach's Alpha):

Construct	No. of Items	Cronbach's Alpha	Reliability Level
Talent Management (TM)	11	0.943	Excellent
Motivation (MOT)	11	0.960	Excellent
Employee Engagement (EE)	11	0.971	Excellent

Descriptive statistics:

The descriptive results indicate that the mean values of all the key variables fall within the high agreement range (4.21–5.00), showing strong positive responses from the employees. Talent Management recorded a mean of 4.53, Employee Engagement 4.51, and

Employee Motivation 4.49, reflecting that respondents perceive effective talent management practices, feel highly engaged, and are well motivated. The standard deviation values for the variables fall within the low variability range (0.00–0.50), with Talent Management at 0.38, Employee Engagement 0.31 and Employee Motivation 0.25. This demonstrates that the responses are closely clustered around the mean, indicating a high level of consistency and shared opinion among participants. Therefore, the overall results suggest a stable and supportive organizational environment fostering employee motivation and engagement through strong talent management practices. Standard deviation values below 0.50 indicate high consistency in responses, which supports the reliability of the findings.

Pearson Correlation Table

Variables	TN	EE	EM
Talent Management (TN)	1		
Employee Engagement (EE)	.391**	1	
Employee Motivation (EM)	.570**	.312**	1

N = 155, Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation analysis was conducted to examine the relationships among Talent Management (TN), Employee Engagement (EE), and Employee Motivation (MM). The results show that Talent Management has a positive and strong correlation with Employee Motivation ($r = 0.570$, $p < 0.01$), indicating that improvements in talent management practices are associated with higher levels of employee motivation. Additionally, Talent Management also has a positive and moderate correlation with Employee Engagement ($r = 0.391$, $p < 0.01$), suggesting that employees tend to be more engaged when talent is managed effectively within the organization. The analysis further reveals that Employee Motivation is positively correlated with Employee Engagement ($r = 0.312$, $p < 0.01$), which implies that motivated employees are more likely to exhibit higher engagement in their work. Since all correlations are statistically significant at the 0.01 level ($p < 0.000$), the results confirm meaningful and positive relationships among the three studied variables. The correlation results support the proposed hypotheses, demonstrating that: talent Management influences both Employee Motivation and Employee Engagement and Employee Motivation contribute to enhancing Employee Engagement.

Regression Analysis

Model	Predictor	R ²	Standardized Coefficient (Beta)	F value	Sig. (p-value)	Interpretation
1	Talent Management (TN)	0.165	0.316	15.007	.000**	Positive and significant effect on Employee Engagement
2	Employee Motivation (MM)	0.165	.132	15.007	.000**	Positive and significant effect on Employee Engagement

Dependent Variable: Employee Engagement

Note: $p < .05$ = significant, $p < .01$ = highly significant (denoted by **)

The regression results reveal a statistically significant model ($F = 15.007$, $p < .001$), demonstrating strong predictive ability. The R Square value of 0.165 suggests that 16.5% of the variation in Employee Engagement is explained by Talent Management and Employee Motivation. The results revealed that Talent Management significantly predicted Employee Engagement ($\beta = 0.316$, $p < .001$), indicating TM strongly predicted EE. Similarly, Employee Motivation positively contributed to Employee Engagement ($\beta = 0.132$, $p < .000$), suggesting that employee motivation significantly predicts engagement. These findings confirm that Talent Management and Employee Motivation are significant predictors of Employee Engagement.

VIII. HYPOTHESIS TESTING SUMMARY

The present study aimed to investigate the impact of Talent Management practices and Employee Motivation on Employee Engagement within the selected organization. Statistical analyses were carried out to understand the strength and direction of the relationships among the variables. Using multiple regression analysis, the study evaluated how Talent Management and Employee Motivation independently contribute to predicting Employee Engagement. The results provide empirical evidence supporting the research hypotheses and highlight the significance of effective talent management strategies and motivational practices in enhancing employee engagement levels. The findings offer meaningful insights for HR practitioners and organizational leaders in developing programs that foster a highly engaged workforce. The findings can be summarised as follows:

Hypothesis	Statement	Result
1	Talent Management practices have a positive and	Supported

	significant impact on Employee Engagement	
2	Talent Management practices have a positive and significant impact on Employee Motivation	Supported
3	Employee Motivation has a positive and significant impact on Employee Engagement	Supported

Implications

- Organizations should invest more in Talent Management practices to strengthen motivation and engagement.
- Employee development and reward systems should be improved to retain talent.
- Motivated employees are more committed and emotionally connected to the organization.

IX. CONCLUSION

Talent Management plays a crucial role in enhancing Employee Motivation and Employee Engagement. Effective Talent Management practices drive motivation, which subsequently contributes to higher levels of employee engagement. Hence, organizations must focus on employee development strategies to achieve productivity and performance excellence. Thus, the study concludes that Talent Management and Employee Motivation are key drivers of Employee Engagement, and organizations must strategically integrate these elements to enhance workforce performance, productivity, and retention.

Motivation and talent management are closely related concepts that work together to foster a productive workplace where staff members feel appreciated,

encouraged, and motivated to give their best efforts. Training, career development, performance reviews, and succession planning are examples of effective talent management strategies that boost employees' abilities and self-assurance. On the other hand, motivational elements like rewards, recognition, and meaningful work fortify their emotional bond with the company. Additionally, the study shows that employee's level of engagement greatly increases when they perceive fair possibilities for progress and are motivated both intrinsically and extrinsically. Higher output, lower employee turnover, and greater organisational loyalty result from this.

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