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# **Impact of talent management practices on the motivation of academic employees in selected private universities in Haryana, India**

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**Abstract**--The aim of this paper is to explore the effects that various talent management factors can create on employees' motivation in the context of Indian higher education in. In this study, at the first phase, a structured questionnaire was developed by using Likert 5 scale and applied on 250 respondents, who are currently working as faculty in higher education institutes of India. In the second phase, structural equation modeling has been applied on the collected data. The study revealed that all the factors significantly create impact employees' motivation. This study can significantly contribute to the recruiters of human resources in education sector, especially higher education institutes, as it clearly demonstrates how positive contribution can be derived from the employees using appropriate strategies.

**Keywords**--higher education, work environment, training & development, employee retention, motivation.

**Introduction**

Modern organizations not only expect their employees to be capable, adequate, and expert but also to be hard working and having a zeal to achieve the optimal results. Their capabilities and skills have no meaning if they are not willing to work hard by exploring their capabilities to the maximum. Hence, motivation to work is needed to stimulate the employee's desire to work hard and be enthusiastic to achieve the best results. Talent management practices such as work environment, training & development and employee retention play an important role in this regard. The environment is said to be appropriate if an employee is able to carry out his activity optimally, safely, and comfortably. The

unfavourable environmental conditions require more energy and time on the part of employees. Conducive work environment in the form of good infrastructure, effective compensation and recognition systems and merit-based promotions can improve the morale of the employees which will result in better productivity and more efficiency. Understanding the environment in general according to Robbins (2010) “The environment refers to institutions and forces that are outside the organization and potentially affect the performance of the organization”. Similarly, adequate training & development facilities helps the employees in refining their skills and expanding their knowledge which leads to improved work productivity and job satisfaction. By following effective employee retention strategies such as succession planning, organizations are able to retain their employees since employees see a good scope of career development and skill enhancement.

Faculty are recognized as the institutions’ intellectual assets and human capital. They play a dynamic role in the development of an institution and the students who are the nation's future talent pool. The position of intellectual teachers in the evolution of students and the country as a whole is impossible to deny because they are the creators of a strong knowledge base and play a major role in transforming and improving the nation's youth. For this reason, it is necessary to improve the performance of the teachers in higher education institutions by motivating the employees through various talent management practices, such as through creating a conducive work environment, providing adequate training & development facilities and employee retention with the help of succession planning and other strategies. Motivation is a factor that can improve the performance of the employees and it will eventually also improve the organizational performance.

The purpose of this study is to find out the impact of work environment, training and development and employee retention on motivation of the teachers of higher education institutions of Haryana, India.

### **Review of Literature**

Different authors have given different factors that constitute the work environment. For example, Kohun (1992) argued that work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which they work. Opperman (2002) classified the work environment into three categories: technical environment, human environment and the organizational environment. Tools, equipment, technological infrastructure and other technical elements were included in the technical environment while the human environment refers to the peers with whom employees relate, the team and work groups, interactional issues and leadership & management. The organizational environment includes systems, procedures, practices, values and philosophies of the organization. Akinyele (2007) classified the factors influencing work environment into two categories, namely external and internal environment. Factors like medical facilities, accommodation & transport facility were included in the external environment while the internal environment included labour-management relations, wage incentives and trade union practices.

The earlier studies found a positive relationship between work environment and employee motivation. Brenner (2004) argued that work environment when appropriately designed, motivates employees towards the achievement of higher productivity. Jayaweera (2015) concluded that good working conditions improve the motivation of the employees. A work environment where employees have a harmonious relationship with their superiors', colleagues and subordinates and is supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees' motivation (Nasution et al.,2018). It was also found from the previous studies that work environment improves motivation which ultimately increases the productivity of the organizations. Chandrasekar (2011) found that workplace environment impacts employee morale, productivity and engagement. It is the quality of the employee's workplace environment that impacts employee motivation which results in better performance. In addition, Sunyoto et al. (2015) concluded that work environment is an important component when employees perform work activities. Hence, by creating working conditions that stimulate motivation, it will influence the employee's passion for work.

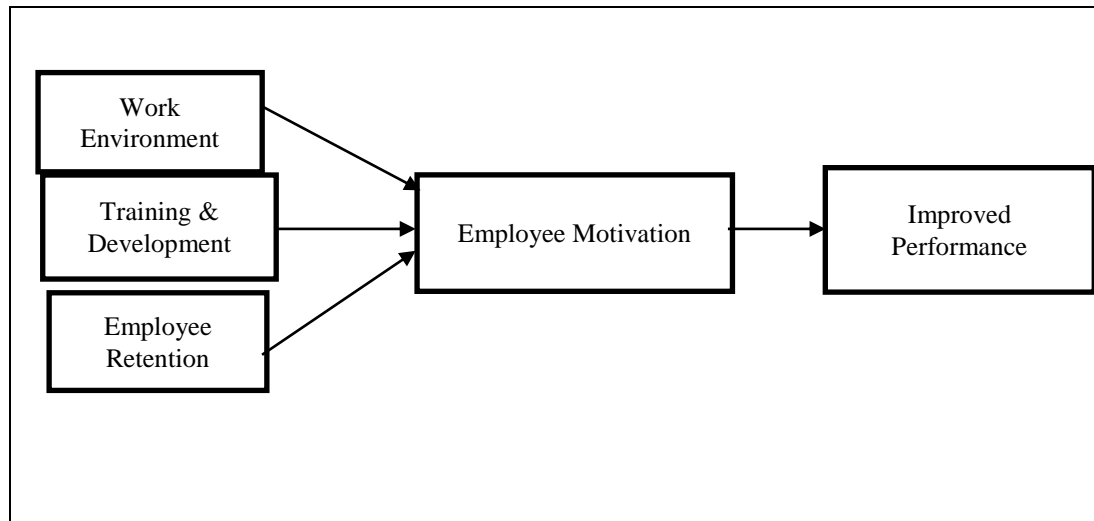
Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Khan,2012 is of the view that in order to enhance the performance of employees, organizations should focus on training as it motivates them to achieve higher performance levels. Ozeker,2019 concluded that training & development activities facilitate the adaptation of employees for new conditions and environments, and increase their decision-making and problem-solving capabilities. Hence, it is regarded as a key factor influencing employee motivation. Imran & Tanveer,2015 argued that effective training programmes not only impact morale of the employees but also their job knowledge, functional skills, work quality and quantity and these are all linked to the performance of the employees, either strongly or moderately. Therefore, training is beneficial not only for the employees but also for the employers and firms can enhance the quality of their employees by providing them comprehensive training and development.

Anyango et al. is of the view that effective compensation, recognition, reward, and good working environment are considered as good motivators in order to retain the employees in an organization. De Sousa et al.,2018 considered employee motivation and job satisfaction as effective predictors of staff retention. Shokri & Soloukdar ,2018 identified various occupational and organizational motivational factors such as job identity, diversity of skills, independence and feedback which help in retention of employees.

Based on the above literature, the conceptual model tested in this paper is presented in Fig 1. The independent variables in this research are work environment, training & development and employee retention and the dependent variable is employee motivation. Talent management practices such as conducive work environment, effective training & development programmes and employee

retention strategies lead to employee motivation which results in increased productivity and improved performance.

Figure 1: Conceptual Framework of Hypotheses



This research study will test the relationship between work environment, training & development and employee retention and employee motivation. The below hypotheses were developed to analyse the relationship between these variables.

H<sub>01</sub>: There is no impact of work environment on employee motivation.

H<sub>02</sub>: There is no impact of training & development on employee motivation.

H<sub>03</sub>: There is no impact of employee retention on employee motivation.

### **Research Methodology**

This research is based on a survey employing questionnaire on respondents' perceptions. Work Environment (WE), Training & development (TR) and employee retention (ER) are considered as the independent variables while employee motivation (EM) is the dependent variable. The population of this study is the Professors, Associate Professors and Assistant Professors of the various private self-financing Universities of Haryana. 300 questionnaires were distributed among these Universities, out of which 250 were returned indicating a response rate of 83%. A five-step analysis was conducted in this research, namely, descriptive statistics, quality test instrument (validity and reliability testing), classic assumption test (multicollinearity, linearity), data analysis (multiple regression analysis) and the correlation between dimensions. The data processing and analysis is conducted with the help of AMOS 21.0 version.

### **Descriptive Statistics and Reliability Measures**

In order to have a meaningful data interpretation, the descriptive statistics presenting the mean, standard deviation and the reliability measure of the four

factors namely working environment, training & development, employee retention and employee motivation are provided in Table I.

Table I: Descriptive Statistics and Reliability Measures

Variable	Mean (Item)	SD (Item)	Cronbach Alpha
Work Environment (10 items)	3.95	0.546	0.912
Training & Development (5 items)	3.41	0.438	0.849
Employee retention (3 items)	3.69	0.480	0.716
Employee Motivation (13 items)	3.71	0.511	0.92

From table I, it is observed that the means of the responses of the items e.g., working environment, compensation, motivation stand around at 3.95, 3.41, 3.69 and 3.71 respectively. In this study, reliability is measured by using Cronbach alpha which is an indicator of internal consistency with the cut off value 0.7. As the value of Cronbach Alpha in the above table indicate, all the scales exhibit adequate internal consistency, ranging from a minimum of 0.716 for employee retention and the maximum of 0.912 for work environment.

Table II: Results of CFAs of the four factors

Goodness-of-fit statistics	Normed-Chi Square	RMSEA	CFI
Work Environment	4.118	0.072	0.948
Training & Development	1.093	0.012	0.999
Employee Retention	1.041	0.034	0.981
Employee Motivation	2.348	0.043	0.976
Threshold values for the fit indices	< 5.0	< 0.08	>0.90

Structural equation modeling consists of two processes, namely measurement model and structural model. Measurement model aims to find out the reliability and validity of the constructs being studied. Confirmatory factor analysis, comprising of three fit indices, are checked to judge the adequacy of the measurement model. Root mean square (RMSEA), normed chi square and comparative fit index (CFI) are calculated to determine the model fitting with the collected data. The general guidelines for these three indices' cut off values are less than 5 and 0.8 respectively for normed chi square and RMSEA, whereas greater than 0.9 for CFI value (Hair et al., 2010). Table II presents the CFAs for the four factors or the constructs, i.e., working environment, training &

development, employee retention and employee motivation. As seen from table II, all the four factors have construct validity which can be said adequate when compared with the threshold values.

Figure 2: Hypothesized Structure Equation Model

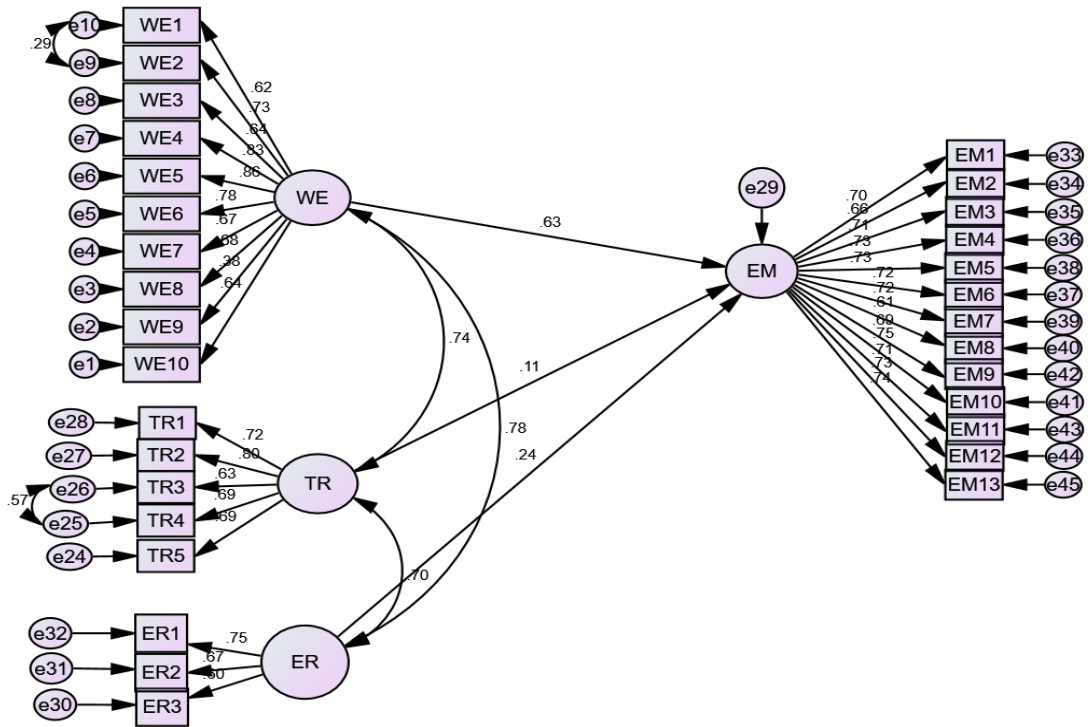


Table III: Model Fit Indices

Measure	Estimate	Criteria	Interpretation
Chi-Square	1028.70	$p > 0.05$	5% level
Normed Chi-square(df-427)	2.40	2.0-5.0	Acceptable
RMSEA	0.048	$> 0.90$	Acceptable
CFI	0.91	$< 0.08$	Acceptable

It can be deduced from Figure 1 and Table III that the structural model adequately fits with the data derived from sample as all of the three fit indices of the model fully satisfies their threshold values with normed- chi square and RMSEA falling well below 5.0 and 0.08 respectively, and CFI with a value of above 0.90. Moreover, having values of loading more than the threshold point of 0.50 all the constructs reveal adequate convergent validity. From Figure 1, it is observed that all path co-efficients, namely, WE→EM, TR→EM and ER→EM are proved to be statistically significant at  $p < 0.05$ . The model in Figure 1 demonstrates that work environment (0.63) exerts a higher influence on employee motivation as compared to employee retention (0.24) and training & development (0.11). From

Figure 1, the model further provides evidence of statistically significant correlations among the influencing factors (work environment, training & development and employee retention) that stand at 63%, 74% and 70%, respectively.

Table III: Results of Path Analysis

Relationship	Regression coefficient	C.R.	S.E.	'p value'
WE → EM	0.626	6.617	0.105	0.00*
TR → EM	0.109	1.566	0.063	0.11
ER → EM	0.242	2.661	0.084	0.008*

Note: \*-Significant at 5% level

It is clear from table I that work environment and employee retention have positive impact on motivation. However, training & development has a negative impact on motivation ( $\beta = 0.109$ ,  $t$ -value= 1.56 and  $p$ -value being 0.11) It can, therefore, be inferred that in this study, the null hypotheses  $H_{01}$  (work environment has no significant impact on employee motivation),  $H_{02}$  (employee retention has no significant impact on employee motivation) are rejected and  $H_{03}$  (training & development has no significant impact on employee's motivation) is accepted.

## Discussion

The purpose of this study was to examine the impact of these factors on employee motivation. The SEM model was developed by defining concepts of employee motivation, work environment, training & development and employee retention. The outcome deduced from the aforementioned SEM result from higher education sector of India is that the independent variables work environment and employee retention cause significant and positive change in the employee motivation. In today's highly competitive employee market, organizations are facing scarcity of talented employees in spite of their reputation, size or advancement. There is a need to implement talent management into the daily processes of every organization (Nawaz et al., 2013) The talent management practices such as healthy work environment, training & development and succession planning have a positive impact on the employee motivation which will ultimately improve their performance.

The work environment factors such as merit-based promotions, effective compensation and recognition systems and challenging jobs improve the morale of the teachers in the higher education institutions which will directly impact their work performance. The findings are consistent with the study of Thushel Jayaweera (2015) who found that work environment significantly impacts employee motivation which in turn improves the job performance of the employees.

Similarly, effective training and development programmes must be conducted on regular basis for the teachers in order to sharpen their skills. The trained faculty feel empowered and work for the fulfilment of organizational goals with a great

zeal. This finding was consistent with the study of S Khan (2019) who suggested that modern education system has become techno savvy & dynamic which requires the services of the teachers who are talented and well acquainted with a variety of skills, and knowledge.

Succession planning is regarded as an important strategy for employee retention. (Patgar & Kumar,2015). Effective succession planning fosters a culture of internal promotion, development and career opportunities which has a positive impact on employee motivation.

The introduction in higher education institutions of appropriate talent management practices will lead to the development of the nation's human capital. The role of intelligent and educated teachers in the growth of students is impossible to deny because they are the creators of a strong knowledge base and play a role in transforming the nation's youth.

### **Conclusion**

Educational institutes produce highly skilled and enlightened manpower needed for the political, economic, and social transformation and development of our country. A teacher is regarded as the backbone of the educational system and the architect of society. A nation grows with the teachers and with the education imparted by them. Teachers play an important role in shaping the society and in bringing revolutionary changes in the development of the country. The retention of this community in educational system is necessary for the effective and proper use of the resources for rendering maximum service to society. An institution in higher education, therefore, needs to be able to develop and deploy faculty who can articulate the passion and vision of the institution and the satisfaction of students. Those colleges and universities that embrace the importance to motivate their employees in order to improve their performance will certainly gain an advantage over peer institutions.

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