

IMPACT OF TALENT MANAGEMENT PRACTICES ON ORGANISATIONAL ENGAGEMENT IN START-UPS IN INDIA

K. Durai, R. Viji *

Abstract: Talented and hardworking people enable a company to pursue its mission and create the right culture. Globally, for start-ups in the beginning stage, finding and maintaining talented persons is a big challenge. The research aims to understand the talent management practices followed in such companies, identifying and developing a comprehensive Talents Management Scale that fits small and medium organizations and any type of business and their impact on Organizational Engagement. The novelty of the study is an attempt to identify the suitability of strategies followed by leading organizations for start-ups at their level. Innovative practices in Human Resource Management through a strategic approach are analyzed in this research. A survey was conducted to collect primary data from a sample of 382 employees working in start-ups in India. Descriptive research was adapted to find out the impact of Talent Management on Organizational Engagement. Exploratory Factor Analysis was performed to understand the factor structure using SPSS version 23. The research results reveals that the demographic profile of start-up employees does not influence Organizational Engagement and perception of Talent management. The constructs, namely Talent Attraction, Talent Identification, Talent Training and Talent Development, have a positive impact on Employee Engagement, but the impact is less. The study reveals that Talent Culture is dominant in determining Organizational Engagement.

Key words: Talent Management, Organizational Engagement, Startups, Talent Attraction, Employee retention.

DOI: 10.17512/pjms.2022.25.2.09

Article history:

Received March 18, 2022; Revised April 09, 2022; Accepted June 02, 2022

Introduction

Indian government initiatives, such as the shift of remote work and digital disruption are the challenges for every organization in hunting, employing and maintaining talented employees. Employees look for immediate feedback on their work, which is impossible in this disconnected scenario. The collaborative efforts are missing, which makes individuals feel uncomfortable. They want to learn and update themselves to face the ongoing changes in the world. Companies need to develop strategies in talent management to bounce back after the impact of the COVID pandemic. Talent management facilitates employee engagement and develops skilled and productive employees. It is a complex task that decides the sustainability

* **K. Durai**, Kalasalingam Academy of Research and Education, India, Research Scholar. **R. Viji** Dr., Kalasalingam Academy of Research and Education, India, Dean, Kalasalingam Business School.

✉ corresponding author: duraisivakasi74@gmail.com

✉ hodmba@klu.ac.in

of any organization in this competitive world. Individuals in the organizations are prepared for future challenges and seek consistent growth in their careers. This research aims at developing a measurement scale for Talent management that fits all industrial sectors. Moreover, it attempts to understand the relationship between Talent Management and Organizational Engagement in start-up companies in India. The outcome of this research will facilitate start-ups to design their talent management strategies to attract, identify, train, develop the retention of talents and create a talent culture to face future challenges.

Problem Statement

as Make in India, Startup India and Digital India, facilitate the start-up revolution. Start-up is the first stage in business when the entrepreneur aims at survival by being flexible and adaptive to the challenges. Due to lack of assistance and support, the entrepreneurs of start-ups do not meet their expectations (Ingalagi et al. 2021). Start-ups face challenges like the inability to pay competitively, locational disadvantages, lack of talent pool and established brand name, which impacts mobilizing and retaining talents (Mukul et al., 2021). Microsoft has announced that it has allocated a considerable amount to compensate its employees. Talent is perceived differently depending on time, organization and culture. Leading companies, such as Wipro, Cognizant, Tech Mahindra, and Mindtree, offer employee stock ownership plans, internal job moves, opportunity for up-skilling and work from anywhere. Amazon Web services have announced that more than 27.3 million people need to upgrade their digital skills immediately. Digital transformation in the organizations has forced to redesign the style of Talent Management and the way it is perceived in different organizations. Integrated talent management models have been used at an insignificant level (Jayaraman et al., 2018). The validity of tools measuring talent management is questioned by the organizations to adopt them for the current market scenario and applied in all sectors. Based on the reviews, small companies have no comprehensive measurement scale for talent management (Gurbuz et al., 2017). Thus, based on this research gap, a new model for measurement of Talent management is proposed to test its suitability for start-ups. Moreover, the impact of Talent Management practices on organizational Engagement is measured in this research.

Literature Review

McKinsey Consultants introduced the concept of Talent Management. Talent is the ability of a person to understand something, identify the relationships, analyze and achieve the results. They are innate and can be developed through education, experience and training. Directing the employees of any organization and regulating their talents to achieve organizational efficiency. The strategies must be framed by keeping employees in critical roles and related talents. Talent management ensures high productivity and a strong result-oriented culture (Vural et al., 2012).

H1 Demographic profile of employees of start-ups influences the perception of Talent Management Practices and Organizational Engagement

Organizations following one model to fit all their problems will fail to achieve the results. They face the problem of high turnover of staff, less morale, and high cost of maintenance of employees (Annakis et al., 2014; Budiningsih et al., 2020). There is a positive and significant impact of Talent management on Job satisfaction. Training and development increase job satisfaction and ensures employee retention (Lei et al., 2018). In IT companies, talent management has a partial impact on organizational performance. It is also suggested that properly planned and improved Talent Management will increase productivity and profitability (Sareen & Mishra, 2016). In the retail business, the employees agree that talent management activities are at a satisfying level, and it facilitates identifying the strengths and weaknesses of individual employees. It develops good work culture, resulting in less employee turnover (Kaur, 2013). A study conducted at universities reveals that there are seven major dimensions for Talent management, namely Talent Identification, Sourcing, Attraction, Development, Deployment, retention and alignment (Eghbal et al., 2017).

A study conducted at hospitals reveals that talent attraction and retention are positively correlated with organizational performance (A El Dahshan et al., 2018). In the Banking sector, a survey conducted on talent management reveals that the components of talent attraction, talent maintenance and talent development have a significant positive relationship with Organizational Commitment. Among these, talent maintenance is ranked first based on its impact.

H2 The correlation matrix for variables used for measuring talent management is an identity matrix.

Table 1. Measurement Scales used in different industrial sectors.

| Dimensions | No. of Items | Source |
|---|---------------------------------|-----------------------------|
| 1. Work-force planning and talent acquisition. 2. Capability, development and performance 3. Leadership and high potential development 4. Retention strategy | 5 each and total 20 items | (Tiwari & Shrivastav, 2013) |
| 1. Talent Identification 2. Talent Development 3. Talent Culture | 6 each Total 18 items | (Annakis & Esposito, 2016) |
| 1. identifying Critical positions (4) 2. Competence Training (6) 3. Development (5) 4. Reward Management (11) | Total 26 items | (Jayaraman et al., 2018) |
| 1. Talent Attraction (4) 2. Talent retention (4) 3. Learning and Development (3) 4. Career management (4) | Total 15 items | (Aina & Atan, 2020) |

| | | |
|--|----------------|----------------------------------|
| 1. HR Strategy (9) 2. Talent Identification (11) 3. Assessment of Talents (7) 4. Talent development (7) 5. Retaining Talents (7) | 38 items | (Savov et al., 2020) |
| 1. Talent Attraction (10) 2. Talent Development (10) 3. Talent Retention (11) | Total 31 items | (A El Dahshan et al., 2018b) |
| 1. Coach and Mentoring (3) 2. Training and Development (4) 3. Performance Management System (8) 4. Succession Planning (4) 5. Rewards and Recognition (5) | Total 24 items | (Lei et al., 2018). |
| 1. Talent Identification (5) 2. Talent development (3) 3. Talent Culture (3) 4. Talent Retention (3) | Total 14 items | (Farooq et al., 2017) |
| 1. Talent Planning (4) 2. Workplace Culture (7) 3. Talent recruitment and Retention (4) 4. Talent Development (4) 5. Professional Advancement (4) 6. Rewarding (3) | Total 26 items | (Gurbuz et al., 2017). |
| 1. Attracting the talents (9) 2. Talent Maintenance (6) 3. Talent Development (10) | Total 25 items | (Nobarieidishe et al., 2014) |
| 1. Recruiting and Attracting (4) 2. Compensation and Rewarding (5) 3. Succession Planning (2) 4. Training and Development (5) 5. Defining and Retaining Talent (4) | Total 20 items | (Sareen & Mishra, 2016). |
| 1. Talent Acquisition (5) 2. Talent development (16) 3. Talent Retention (11) | Total 32 items | (Malkawi, 2017). |
| 1. Developing Teacher Leadership talent (6) 2. Identifying Teacher's potential Talent (9) 3. Activities to Developing Teacher's Talent (4) 4. Retaining Teacher's Talent (5) | Total 24 items | (Mohd Hamzah & Shamsudin, 2017). |

Organizational Engagement is gained by the trust between the senior management and other employees, and employees feel that their ideas and opinions are well received (Malinen et al., 2013a). A study conducted in Australia used Organization Engagement Survey, which contains eight factors: leadership, continuance, team leadership, work support, empowerment, customer focus, work demands and financial rewards, having five items in each. This scale covers emotional

commitment, loyalty, customer focus, leadership and support (Bahr, 2014). Emotional Intelligence and perception of vision and shared positive opinion. They positively affect organizational engagement (Mahon et al., 2014). Organization Engagement brings the outcomes: commitment, initiative, active learning, organizational citizenship behavior and organizational performance (Farndale et al., 2014). A relationship between job characteristics and workplace happiness influences organizational engagement. The organizational structure, feedback from supervisors, commitment of colleagues and workplace happiness strongly influence organizational engagement among personnel in Higher Education Institutions (Sirisunhirun & Dhirathitil, 2015).

H3 Talent management dimensions do not positively influence Organizational Engagement.

Organizational engagement is induced by representation, professional development, social interaction and organizational support. Communication barriers, family issues and negative perceptions lead to poor engagement (Gallivan & Tieman, 2012). The voice of the employee, the receptiveness of senior management and emotional attachments are dominant factors for organizational Engagement. A study of employee voice variables in UK organizations has been analyzed to understand emotional engagement. Small organisations shall opt for outsourcing to train and develop talented employees (Stachova et al., 2020).

Research Methodology

The research aims to understand the talent management practices followed in start-up companies in India, identifying and developing a comprehensive Talents Management Scale that fits small and medium organizations and any type of business. It also aims at identifying their impact on Organizational Engagement. It also attempts to understand the relationship between Organizational Engagement and Talent management in organizations. Descriptive analysis is used to understand the current practices in talent management and their current level of impact. The factor structures developed by several authors were scrutinized, and major and common factors were identified to fit the scale for different start-up business establishments. A sample of 382 employees working in start-up companies in India were contacted to collect primary data using a structured questionnaire. Since the population is unknown Convenience Sampling Method was adopted carefully to cover the samples from different industrial sectors and geographical regions. The data were collected from February to April 2022. Statistical Package for Social Sciences, version 23, was used to analyze the data. The proposed Talent Management Scale was tested using Exploratory factor Analysis. The reliability of the instrument was tested. The influence of demographic profile on perception towards talent management practices and Organization Engagement were analyzed using Analysis of Variance. Finally, Correlation and Regression tests were performed to analyze the relationship between Talent Management Practices and Organizational Engagement.

Research Results

The research analysis was carried out based on the hypotheses already framed. The outcome was set very clearly to investigate the suitability of the comprehensive new model developed for Talent Management. The data collected from the primary sources were analyzed using SPSS to test the relationship between the constructs. The scales used were tested for their reliability using Cronbach Alpha Values. The reliability of the Talent Management Scale is revealed in Table 2.

Table 2. Reliability of Scales.

| Reliability Statistics | | |
|----------------------------|------------------|------------|
| | Cronbach's Alpha | N of Items |
| TA (Talent Attraction) | .907 | 6 |
| TI (Talent Identification) | .892 | 6 |
| TD (Talent Development) | .944 | 7 |
| TR (Talent Retention) | .939 | 7 |
| TC (Talent Culture) | .863 | 6 |
| Over all Talent management | .754 | 5 |
| Organizational Engagement | .832 | 15 |

The Cronbach's Alpha values are higher than .8 for individual dimensions of talent management. It is suggested that Cronbach's Alpha value higher than .8 is considered Good (George, 2011). Organizational Engagement Scale is found to the value of .832, and hence both Talent Management and Organizational Engagement Scale adopted in this study are found to be more reliable.

Exploratory factor analysis was performed to understand the factor structure of the Talent management Scale consists of 36 items. Kaiser-Meyer-Olkin sampling adequacy is found .927 in Table 3. Moreover, Bartlett's test of Sphericity is significant, which rejects Hypothesis 2, i.e., the correlation matrix is not an identity matrix.

Table 3. KMO and Bartlett's Test

| | | |
|--|------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .927 |
| Approx. Chi-Square | | 9558.152 |
| Bartlett's Test of Sphericity | df | 496 |
| | Sig. | .000 |

The total variance explained is 70.025; hence, the factor structure explains more than 70 %.

Table 4. Rotated Component Matrix^a.

| | Component | | | | |
|-----|-----------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 |
| TD1 | .865 | .187 | .072 | .118 | .189 |
| TD7 | .847 | .207 | .096 | .118 | .177 |
| TD2 | .846 | .158 | .065 | .096 | .162 |
| TD5 | .810 | .105 | .106 | .067 | .261 |
| TD6 | .803 | .203 | .128 | .128 | .294 |
| TD3 | .777 | .166 | .059 | .064 | .207 |
| TD4 | .713 | .246 | .060 | .104 | .140 |
| TR4 | .171 | .836 | .019 | .141 | .191 |
| TR6 | .153 | .823 | .062 | .221 | .149 |
| TR8 | .221 | .817 | .100 | .193 | .135 |
| TR9 | .153 | .803 | .090 | .198 | .135 |
| TR7 | .221 | .788 | .108 | .146 | .196 |
| TR1 | .148 | .785 | .047 | .245 | .190 |
| TR5 | .244 | .691 | .079 | .213 | .180 |
| TI2 | .094 | .075 | .893 | .129 | .033 |
| TI3 | .075 | .065 | .876 | .136 | .060 |
| TI4 | .054 | .064 | .874 | .128 | .071 |
| TI1 | .083 | .044 | .871 | .137 | .033 |
| TI5 | .050 | .081 | .823 | .209 | .082 |
| TI6 | .160 | .085 | .354 | .204 | .175 |
| TA2 | .138 | .181 | .146 | .833 | .131 |
| TA6 | .095 | .229 | .138 | .819 | .116 |
| TA5 | .122 | .186 | .154 | .804 | .099 |
| TA3 | .068 | .226 | .150 | .768 | .116 |
| TA4 | .124 | .276 | .135 | .719 | .154 |
| TA1 | .058 | .109 | .242 | .656 | .120 |
| TC6 | .205 | .134 | .117 | .103 | .773 |
| TC5 | .220 | .237 | .056 | .143 | .715 |
| TC8 | .209 | .114 | .087 | .163 | .706 |
| TC7 | .137 | .114 | .006 | .131 | .706 |
| TC3 | .238 | .194 | .077 | .106 | .704 |
| TC4 | .237 | .230 | .084 | .063 | .685 |

Note: Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Out of 36 items used in principal Component Analysis, 32 items are found more suitable since they have Eigenvalue of more than 1. The variables TR2, TR3, TC1 and TC2 have been removed. Now, the modified scale has five dimensions of Talent Management, namely TA-Talent Attraction (6 items), TI- Talent Identification (6 items), TD - Talent Development (7 items), TR- Talent Retention (7 items) and TC-Talent Culture (6 items).

Table 5. Difference in Talent Management and Organizational Engagement based on Gender.

| Independent Samples Test | | | | | | | | | |
|--------------------------|---|------|------------------------------|---------|-----------------|-----------------|-----------------------|---|--------|
| | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
| | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | Lower | Upper |
| TA | .045 | .832 | -1.331 | 380 | .184 | -.114 | .086 | -.283 | .055 |
| | | | -1.358 | 192.355 | .176 | -.114 | .084 | -.280 | .052 |
| TI | 1.837 | .176 | -.761 | 380 | .447 | -.065 | .086 | -.234 | .103 |
| | | | -.732 | 171.944 | .465 | -.065 | .089 | -.241 | .111 |
| TD | .582 | .446 | -.468 | 380 | .640 | -.051 | .110 | -.267 | .165 |
| | | | -.500 | 212.552 | .617 | -.051 | .103 | -.254 | .151 |
| TR | .417 | .519 | -.124 | 380 | .901 | -.010 | .081 | -.168 | .148 |
| | | | -.120 | 174.061 | .904 | -.010 | .083 | -.174 | .154 |
| TC | 1.403 | .237 | .104 | 380 | .917 | .006 | .062 | -.116 | .129 |
| | | | .109 | 202.890 | .913 | .006 | .060 | -.111 | .124 |
| OE | .343 | .559 | -.208 | 380 | .835 | -.01646 | .07906 | -.17191 | .13899 |
| | | | -.218 | 202.397 | .828 | -.01646 | .07563 | -.16558 | .13265 |

The significant values for all dimensions of Talent Management and Organizational Engagement are revealed in Table 5 and are found to be insignificant since they are more than the standard value of .05. Hence, Hypothesis 1 is rejected. It is interpreted that Talent Management and Organizational Engagement are not significantly influenced by Gender.

Table 6. Difference in perception of Talent Management and Organizational Engagement based on Demographic Profile of employees of start-ups.

| | F | Sig. |
|----|------|------|
| TA | .264 | .933 |
| TI | .265 | .932 |

| | | |
|----|-------|------|
| TD | .299 | .913 |
| TR | .205 | .960 |
| TC | 1.178 | .319 |
| OE | .585 | .711 |

The significant values for all dimensions of Talent Management and Organizational Engagement revealed in Table 6 are found to be insignificant since they are more than the standard value of .05. Hence, Hypothesis 1 is rejected. It is interpreted that Talent Management and Organizational Engagement are not significantly influenced by Demographic Profiles of employees of start-ups. The relationship between the dimensions of talent management and Organization Engagement was tested using Pearson Correlation. The correlations values between the dimensions of Talent Management and Organizational Engagement are positive and significant. Table 7 reveals the relationship between these constructs.

Table 7. Relationship between Dimensions of Talent Management and Organizational Engagement.

| Correlations | | | | | | |
|------------------------------|------------------------|--------|--------|--------|--------|--------|
| | | TA | TI | TD | TR | TC |
| organizational Engagement | Pearson Correlation | .274** | .194** | .439** | .422** | .760** |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |
| | N | 382 | 382 | 382 | 382 | 382 |

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 3, i.e., Talent Management dimensions do not positively influence Organizational Engagement, is rejected. Talent Culture greatly influences Organizational Engagement Training and Development. Talent identification and attraction have less influence.

Table 8 Model Summary.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .762 ^a | .581 | .575 | .44772 |

a. Predictors: (Constant), TC, TI, TA, TD, TR b. Dependent Variable: OE

Table 9. Anova.

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 104.419 | 5 | 20.884 | 104.182 | .000 ^b |
| | Residual | 75.371 | 376 | .200 | | |
| | Total | 179.791 | 381 | | | |

The relationship between dimensions of Talent Management and Organizational Engagement was tested using regression analysis to confirm the impact. Table 8 reveals that R-value is .762, and R-square value is also .581, which represents the model fit. Table 9 conforms to the significant relationship between the two constructs.

Table 10. Coefficients.

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|-------|----|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| | | 1 | (Constant) | .044 | | | .181 | |
| | TA | -.044 | .038 | -.048 | -1.154 | .249 | -.118 | .031 |
| | TI | .010 | .034 | .011 | .303 | .762 | -.057 | .077 |
| | TD | .009 | .031 | .012 | .277 | .782 | -.053 | .070 |
| | TR | .061 | .044 | .062 | 1.379 | .169 | -.026 | .148 |
| | TC | .936 | .054 | .737 | 17.403 | .000 | .830 | 1.042 |

a. Dependent Variable: OE

Table 10 reveals that Talent Culture has the highest impact on Organizational Engagement. The regression results confirm to the model that the five dimensions of Talent Management positively impact Organizational Engagement.

Discussion

The demographic profile of the employees working in start-up companies is not influencing the perception of different talent dimensions and Organizational Engagement. But, it is found that there is a significant relationship between employee engagement and demographic profile in many articles. Female, married and senior employees are highly engaged. Moreover, 25% of engagement is explained by personality. This research clearly explains that there is a significant positive relationship between Dimensions of Talent Management and Organizational Engagement. It is denoted that procedural justice and trust between employees and senior managers influence organizational engagement (Malinen et al., 2013b). Research conducted on different generations of employees towards Organizational

Engagement shows that work environment factors, such as personal resources, job resources and job demand, influence engagement (St, Gita. 2020).

Current research reveals that Organizational Culture has a high impact and Organizational Development has a positive but low impact on Organizational Engagement. Employees value more on intangible remuneration for their engagement with the organization. Professional development has a negative impact on engagement (Juchnowicz, 2016). Research conducted on manual labourers reveals that talent can be developed in any person regarding manual jobs, increasing organisational engagement and productivity (Ptanawanit, 2014). The current research portrays that creating and developing a strong Talent Culture in the organization facilitates a high degree of Organisational Engagement.

Start-ups, in the beginning, hire the employees and focus on other processes, and they do not understand the significance of utilising the potential of human resources. A long-term sustainable plan for Human Resource Management will enhance the performance of the organisation. Human Resources Management shall develop and implement employee-oriented policies for recruitment, selection, appraisal, development and promotions. Creating lifelong learning opportunities focusing on knowledge and skill development will be a competitive advantage for a company. Personality and potential-based recruitment and competency-based appraisal system will retain the employees (Ludwikowska, 2021). Retention of employees nowadays is dependent on the freedom given to them and the personal space available to them. Flexible working hours meet out the expectations of both individuals and company. Small companies are beneficial during wavy workload out of this option. Employees enjoy work-life balance (Karamanis & Gogos, 2020).

Conclusion

Talent Management shall be measured based on five constructs: Talent Attraction, Identification, Development, Retention and Talent Culture. This modified scale facilitates measuring the effectiveness of talent management practices of any form of organization and nature of business. The demographic profile of the employees in start-up companies is not influencing the perception of talent management and organisational engagement. The research results reveal that Talent Culture in an organization is a dominant factor in boosting Organisational Engagement. An encouraging culture gives value to the talents possessed by employees by recognizing them, providing an opportunity to utilize them, and encouraging them to up-skill them to enhance Organisational Engagement. Strategic approach in human resource policies like Flexi working hours will boost work-life balance of employees, which in turn will increase emotional engagement towards the organization. Leveraging the innovative practices followed by leading organizations like competency-based appraisal, creating lifelong learning opportunities, and outsourcing recruitment and development will encourage talent retention and organisational engagement. The limitation of this research is the variable identified is tested with exploratory analysis only. Moreover, the sample should consider a

much wider area in business and across different technical groups. Further research shall be conducted to confirm the factor structure using confirmatory factor analysis. Talent Management Scale modified shall be further revised by considering the work environment, management support, nature of the job and others.

Annexure: Study Inquiry

**IMPACT OF TALENT MANAGEMENT PRACTICES ON
ORGANISATIONAL ENGAGEMENT IN START-UPS IN INDIA**

Name of the person:

Name of the Company (Currently working):

Nature of Business: Manufacturing Service Sector
FMCG Sector Retail Business Services Others

Age : 25 years and below 26-35 years 36-45 years
46 and above years

Gender: Male Female

Role: Production Engineer Quality Control Engineer
Marketing Personnel Finance Personnel HR and IT Analyst
HR Personnel 1-2 years

Years of Experience: Less than one year 1-5 years 6-10 years
above 10 years

Monthly Income(Rs.) : Below 20000 20000 – 30000
30000-40000 above 40000

Please rate the following based on your opinion

| Talent Management Scale | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------------|-------------------|----------|---------|-------|----------------|
|-------------------------|-------------------|----------|---------|-------|----------------|

| | | | | | |
|--|--|--|--|--|--|
| The company has a system to attract and recruit talent workers | | | | | |
| The recruitment process at the company succeeds in selecting the best talent | | | | | |
| The work at company is interesting and rewarding | | | | | |
| The company's good working environment and fair wages enabled it to attract the right talent | | | | | |
| Work-life-balancing as well as social networking facilities, in the company are motivating factors for our company | | | | | |
| The company ensures a good organisational climate in or to attract the right talent | | | | | |
| The company is aware of the level at which team members are performing | | | | | |
| The company makes use of assessment tools available within the company | | | | | |
| The company encourages talented employees to develop their careers | | | | | |
| The company addresses performance problems in a timely way and doesnot let poor performance continue | | | | | |
| The company rates the performance levels of employees candidly during the performance appraisal process. | | | | | |
| The company adjust managerial decisions and actions to be appropriate for the performance levels of employees. | | | | | |
| The Management supports innovation in work | | | | | |
| All the employees participate in professional learning | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| The management facilitate discussions that promote change. | | | | | |
| The management complements employees who perform well | | | | | |
| The management encourages employees to create time for collaboration | | | | | |
| The management encourages employees to create time for reflective thinking | | | | | |
| The management encourages employees to collaborate external | | | | | |
| The salaries and benefits are competitive | | | | | |
| The salaries and benefits are fair and consistent | | | | | |
| The salaries and benefits guarantees employees loyalty at this organisation | | | | | |
| The company provides opportunity to participate in challenging assignments. | | | | | |
| The work at the organisation matches the skills and abilities of the employees | | | | | |
| The employment conditions satisfy work-life balance | | | | | |
| The organisation avoids over the overload and working stress more than employee ability | | | | | |
| There are flexible working hours in the organisation | | | | | |
| The employees are satisfied with their work. | | | | | |
| Nominates employees for various company awards. | | | | | |
| Rewards employees for exemplary work in a variety of ways | | | | | |
| Provides verbal or written recognition for individual contribution where appropriate | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Allocates increases fairly, according to individual performance | | | | | |
| Ensures that salaries are market related | | | | | |
| Celebrates exceptional performance of employees | | | | | |
| The company has a culture that values employee's work | | | | | |
| The environment of the company provides excitement to come to work each day | | | | | |

Please rate the following based on your opinion

| Organisational Engagement Scale | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| I feel throw myself in to the organisation | | | | | |
| When i am in to the organisation i lose track of time | | | | | |
| My mind never wanders and thik of other companies when i am in this organisation | | | | | |
| I am highly engaged in this organisation | | | | | |
| Being a member of this organisation is very captivating | | | | | |
| My organisation excites me through participation | | | | | |
| Being a member of this organization make me come alive. | | | | | |
| Being a member of this organization is exhilarating for me | | | | | |
| Inside the organisation i feel bursting with energy | | | | | |
| Being a member of this organisation i feel strong | | | | | |
| When I get up in the morning, I feel like going to the organisation | | | | | |
| I feel happy to say i am a member of this organisation. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| I want to continue working for very long periods in this organisation. | | | | | |
| The opportunities given in this organisation are challenging and interesting. | | | | | |
| It is difficult to detach myself from this organisation. | | | | | |

Any other Suggestions.

Thank You.

Reference

A El Dahshan, M. E., Ismail Keshk, L. and Shehata Dorgham, L., (2018). Talent Management and Its Effect on Organization Performance among Nurses at Shebin El-Kom Hospitals. *International Journal of Nursing*, 5(2), 2373–7670.

Aina, R. al, Atan, T., (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability (Switzerland)*, 12(20), 1–21.

Annakis, D. J., Dass, D. M. and Isa, A., (2014). Exploring Factors that Influence Talent Management Competency of Academics in Malaysian GLC’s and Non- Government Universities. *Journal of International Business and Economics*, 2(4), 163-185.

Annakis, J., Esposito, A., (2016). Talent Management and Competencies: A Cross Country Study of Malaysian and Vietnam Semi-Private Universities. *Corporate Ownership and Control*, 6(4), 335-349.

Budiningsih, I; Soehari, T.D; Hidayati, R.N. (2020). Technology Training & Creativity for Strengthening Employees Innovative Behaviors, *GATR Global Journal of Business Social Sciences Review*, 8(3), 162-169.

Eghbal, F., Hoveida, R., Siadat, S. A., Samavatyan, H. and Yarmohammadian, M. H., (2017). Identifying the Talent Management Components of Faculty Members. *Strides in Development of Medical Education*, 14(2), 1-11.

Farndale, E., E. Beijer, S., J.P.M. Van Veldhoven, M., Kelliher, C. and Hope-Hailey, V., (2014). Work and organisation engagement: aligning research and practice. *Journal of Organizational Effectiveness*, 1(2), 157–176.

Farooq, M., Othman, A., Nordin, M. S. and Ibrahim, M. B., (2017). A Measurement Model of Talent Management Practices among University Staff in Central Region of Uganda. *Journal of Positive Management*, 7(3), 3-19.

- Gallivan, H., Tieman, J., (2012). Organisational engagement: an examination of members' engagement in the Irish Dental Association. *Journal of the Irish Dental Association*, 586, 308-15.
- George, D., (2011). *SPSS for windows step by step: A simple study guide and reference, 17.0 update*. 10/e. Pearson Education India.
- Gurbuz, F. G., Acar, P. and Yener, M. I., (2017). Development and validation of a talent management measurement instrument. *Pressacademia*, 6(3), 233–245.
- Ingalagi, S. S., Nawaz, N., Rahiman, H. U., Hariharasudan, A. and Hundekar, V., (2021). Unveiling the Crucial Factors of Women Entrepreneurship in the 21st Century. *Social Sciences*, 10(5), 153, 1-12.
- Juchnowicz, M., (2016). Determinants of organisational engagement among Polish companies. *Risks and Opportunities—in Search of Equilibrium*, 65-76.
- Karamanis, K., Gogos, C., (2020). The impact of flexible working at firm level. Evidence from Greek labor market. *Journal of International Studies*, 13(2), 9–24.
- Kaur, R., (2013). Empirical study of talent management program and its impact on the employee's retainment and performance in Indian supermarket Big Bazaar. *Human Resource Management Research*, 2013(3), 61–70.
- Lei, K. Y., Basit, A. and Hassan, Z., (2018). The Impact of Talent Management on Job Satisfaction: A Study among the Employees of a Travel Agency in Malaysia. *Indonesian Journal of Applied Business and Economic Research*, 1(1), 1–19.
- Ludwikowska, K., (2021). The mediating role of employee--Oriented human resource policy in the relationship between strategic human resource management and organisational performance. *Forum Scientiae Oeconomia*, 9(2), 131–150.
- Mahon, E. G., Taylor, S. N. and Boyatzis, R. E., (2014). Antecedents of organizational engagement: Exploring vision, mood and perceived organizational support with emotional intelligence as a moderator. *Frontiers in Psychology*, 5(Nov). 1-11.
- Malinen, S., Wright, S. and Cammock, P., (2013). What drives organisational engagement ? : A case study on trust, justice perceptions and withdrawal attitudes. *Evidence-Based HRM*, 1(1), 96–108.
- Malkawi, E., (2017). The Relationship between Talent Management and Organizational Commitment Case Study: Aqaba Special Economic Zone Authority, Jordan. *International Business and Management*, 14(1), 80-84.
- Mohd Hamzah, M. I. and Shamsudin, S., (2017). Talent Management and Teacher Leadership Talent Development in High Performing School in Malaysia. *International Journal of Educational Best Practices*, 1(1), 19- 37.
- Mukul, K., Saini, G. K., (2021). Talent acquisition in startups in India: the role of social capital. *Journal of Entrepreneurship in Emerging Economies*.
- Nobarieidishe, S., Chamanifard, R. and Nikpour, A., (2014). The Relationship between Talent Management and Organizational Commitment in International Division of Tejarat Bank, Iran. *European Online Journal Of Natural And Social Sciences*, 3(4), 1116-1123.
- Ptanawanit, S., (2014). The Organisational Engagement of Manual Labourers in a Transnational Corporation, *Zeszyty Naukowe Uniwersytetu*, 9.67-79.
- Sareen, P., Mishra, S., (2016). A Study of Talent Management and Its Impact on Performance of Organizations. *IOSR Journal of Business and Management*, 18, 66–73.
- Savov, R., Lančarič, D. and Kozáková, J., (2020). Size of the Company as the Main Determinant of Talent Management in Slovakia. *Journal of Risk and Financial Management*, 13(3), 50, 1-14.

- Sirisunhirun, S., Dhirathiti.S.S., (2015). Job characteristics and a Happy Workplace: Increasing Organisational Engagement in Thai Higher Education Institutions. *Organization Development Journal*, 33(1), 71-89.
- Stachova, K., Stacho, Z., Raišienė, A. G. and Barokova, A., (2020). Human resource management trends in Slovakia. *Journal of International Studies*, 13(3), 320–331.
- St, Gita., (2020). The Impact of Work Environment Factors on Work Engagement and Organisational Engagement of employees of different generations. Kaunas University of Technology, 10.13140/RG.2.2.10748.56960.
- Tiwari, U., Shrivastav, D., (2016). Strategies and practices of Talent Management and their impact on Employee Retention and Effectiveness. *The International Journal of Management*, 2(4), 1-10.
- Vural, Y., Vardarlier, P. and Aykir, A., (2012). The Effects of Using Talent Management with Performance Evaluation System over Employee Commitment. *Procedia - Social and Behavioral Sciences*, 58, 340–349.

WPLYW PRAKTYK ZARZĄDZANIA TALENTAMI NA ZAANGAŻOWANIE ORGANIZACYJNE W START-UP-ach W INDIACH

Streszczenie Utalentowani i pracownicy ludzie pozwalają firmie realizować swoją misję i tworzyć odpowiednią kulturę. W skali globalnej dla start-upów na początkowym etapie znalezienie i utrzymanie utalentowanych osób jest dużym wyzwaniem. Badanie ma na celu zrozumienie praktyk zarządzania talentami stosowanych w takich firmach, zidentyfikowanie i opracowanie kompleksowej skali zarządzania talentami, która pasuje do małych i średnich organizacji oraz każdego rodzaju działalności, a także ich wpływu na zaangażowanie organizacyjne. Nowością badania jest próba określenia przydatności strategii kierowanych przez wiodące organizacje dla start-upów na ich poziomie. W badaniu tym analizowane są innowacyjne praktyki w zarządzaniu zasobami ludzkimi poprzez strategiczne podejście. Przeprowadzono ankietę, aby zebrać podstawowe dane z próby 382 pracowników pracujących w start-upach w Indiach. Zaadaptowano badania opisowe, aby poznać wpływ zarządzania talentami na zaangażowanie organizacyjne. Przeprowadzono eksploracyjną analizę czynnikową w celu zrozumienia struktury czynnikowej za pomocą SPSS w wersji 23. Wyniki badań pokazują, że profil demograficzny pracowników start-upów nie ma wpływu na zaangażowanie organizacyjne i postrzeganie zarządzania talentami. Konstrukty, a mianowicie Przyciąganie Talentów, Identyfikacja Talentów, Trening Talentów i Rozwój Talentów, mają pozytywny wpływ na zaangażowanie pracowników, ale wpływ jest mniejszy. Badanie pokazuje, że Kultura Talentów dominuje w określaniu zaangażowania organizacyjnego.

Słowa kluczowe: Zarządzanie Talentami, Zaangażowanie Organizacyjne, Startupy, Przyciąganie Talentów, Utrzymanie Pracowników.

人才管理实践对 印度初创企业的组织参与

抽象的 有才华和勤奋的人使公司能够追求其使命并创造正确的文化。在全球范围内，对于处于起步阶段的初创企业来说，寻找和留住人才是一个很大的挑战。该研究旨在了解此类公司遵循的人才管理实践，确定和制定适合中小型组织和任何类型业务的综合人才管理量表及其对组织参与度的影响。该研究的新颖之处在于尝试确定领先组织所遵循的战略是否适合其级别的初创企业。本研究分析了通过战略方法进行的人力资源管理创新实践。进行了一项调查，从在印度初创企业工作的 382 名员工的样本中收集原始数据。描述性研究适用于找出人才管理对组织敬业度的影响。使用 SPSS 23 版进行探索性因素分析以了解因素结构。研究表明，初创员工的人口统计资料不会影响组织参与度和对人才管理的看法。人才吸引、人才识别、人才培养和人才发展等结构对员工敬业度有积极影响，但影响较小。研究表明，人才文化在决定组织敬业度方面占主导地位

关键词：人才管理、组织参与、初创公司、人才吸引、员工保留