

INFLUENCE OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE RETENTION THROUGH EMPLOYEE PERFORMANCE IN AUTOMOBILE INDUSTRY IN CHENNAI

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Abstract

Efficient practices for management of talents are helping organizations for making a favourable and pleasant working atmosphere, giving opportunities for learning and growth, encouraging engagement thereby increasing rate of retention and competitiveness of organizations and they are also highly necessary for increasing performance of employees. Chennai in Tamil Nadu, India is chosen for this research and it is a cross-sectional in nature. Convenience sampling method is employed for choosing employees working in automobile industry and questionnaire method is used for collecting data from them and the size of samples is 300 employees. RS, LD, PM and EE have significantly impacted employee retention with positive values in automobile industry. RS, LD, PM and EE have significantly influenced employee retention with positive sign by means of employee performance in automobile industry. So, all hypotheses are confirmed by the findings. This study has contributed theoretically and empirically in the areas of TMPs, ER and EP. This study provides very important insights for top management of automobile companies for improving efficient adoption of talent management practices to increase retention of their talented and experienced employees. The results are also extremely helpful to HR managers to increase performance of their employees and also increasing profitability, competitiveness and sustainability of automobile companies.

Key Words: *Employee Performance, Employee Retention, Talent Management Practices.*

1. Introduction

In the existing competitive and dynamic business atmosphere, all kind of organizations are encountering the very important issue of attraction and retention of competent employees and they are significantly affecting productivity, expenses pertaining to recruitment and giving trainings to new employees (Jiang et al. 2012). Talent Management Practices (TMPs) are multidimensional and integrated in nature which deals recruitment, selection, utilization, assessment of performance, learning and development and engagement for increasing performance of employees in their respective jobs and also for their career development (Schiemann, 2014) and they are strategic practices used by organizations for attracting, developing and retaining competent employees necessary for attaining their goals (Payambarpour and Hooi, 2015).

TMPs are the activities are adopted by management for recruiting and developing talented and competent manpower that they are likely to stay long with organizations and they are highly contributing to their better performance and profitability (Alkaf and Chiang, 2022). Efficient practices for management of talents are helping organizations for making a favourable and pleasant working atmosphere, giving opportunities for learning and growth, encouraging engagement thereby increasing rate of retention and competitiveness of organizations (Hausknecht and Trevor, 2011).

Besides, TMPs are directly contributing to retention of employees by means of providing clear career progression, increasing contentment in jobs and enhancing faith and link among employees and management (Al-Dalahmeh et al. 2020). TMPs are influencing employees' performance significantly and positively (Nagi and Mohammed, 2020; Ndolo et al. 2017; Dixit and Dean, 2018). Employee performance is the extent to which employees are carried out their designated work activities successfully and the assessment of employees' performance is differing in accordance with nature of organizations and is influenced by an array of factors and amidst them TMPs are highly important (Ohunakin et al. 2020). So, this study is made to fill this gap in research.

2. Theoretical Background and Literature Review

2.1 Theoretical Background

This research uses Resource-Based View (RBV) Theory, Social Exchange Theory (SET) and Herzberg's Two-Factor Theory. RBV theory elucidated that how practices for managing talents build competent and valuable workforce which increase performance of employees and discourage them to leave organizations. SET also explained that how efficient practices for management of talent foster faith, improving support from organizations and reciprocity required to increase performance and retention of employees. Herzberg's Two-Factor Theory demonstrated management practices for talent act as hygiene factors for retention of employees and how performance linked with them to excel and exhibit loyalty to organization. Thus, this theoretical framework gives a comprehensive explanation of the proposed relation and supports the conceptual model of this study.

2.2 Literature Review

The literature review gives a comprehensive idea about research studies conducted in earlier time horizons pertaining to practices for management of talent, employee performance and retention. By synthesizing relevant research studies, the literature review creates the foundation for the study's hypotheses and justifies the need for further investigation in this area.

2.2.1 Talent Management Practices (TMP) and Employee Retention (ER)

TMP are organized and strategic practices and methods of organizations adopted for attracting, choosing, developing, engaging and retaining competent employees for meeting objectives in their business. ER is the capability of organizations to hold their employees and decrease their turnover over a particular period. Development of leadership, performance management and succession planning are practices for management of talent and they are increasing rate of retention of employees (Maurya and Agarwal, 2018). Employee engagement and encouragement are important practices which increases retention of employees (Gope et al. 2018). Besides, pleasant working atmosphere, career development opportunities (Azeez, 2017; Maheshwari et al. 2017), recognition and rewards are influencing retention of employees significantly (Latif et al. 2019) and inclusive development of employees is the major practice for management of talents (Kaliannan et al. 2023). Besides, compensation (Milkovich et al. 2020; Shrestha and Prajapati, 2023; Soomro et al. 2026) and recruitment and selection (Hughes and Rog, 2008; Allen et al. 2010; Breugh, 2013; Marchington, 2015; McCracken et al. 2016; Jayaraman et al. 2018; Shrestha and Prajapati, 2023; Madhur et al. 2024; Khanam and Satata, 2025; Soomro et al. 2026) have positively and significantly impacted retention of employees. Employee management, opportunities for growth of career, compensation and work life balance have influenced employee retention positively (Singh and Bhardwaj, 2024). Further, learning and development (Aguinis and Kraiger, 2009; Marchington, 2015; McCracken et al. 2016; Jayaraman et al. 2018; Madhur et al. 2024; Khanam and Satata, 2025; Riyami, 2026), performance management (Doh et al. 2011; Meyers and van Woerkom, 2014; Marchington, 2015; Madhur et al. 2024; Riyami, 2026) and employee engagement (Hughes and

Rog, 2008; Kontoghiorghes, 2016; Madhur et al. 2024; Krithika and Aithal, 2024; Khanam and Satata, 2025) are main practices for management of talent and these are significantly impacting retention of employees.

2.2.2 Talent Management Practices (TMP) and Employee Performance (EP)

EP is the act of employees to fulfill responsibilities in their works, finish their work activities allotted to them and contributing to organizations to attain their business objectives (Shaikh et al 2017). Engagement in job, attachment of employees, business identification and management of talent has significantly influenced employee engagement (Mensah et al. 2016) and compensation and training have also influenced performance of employees (Hameed et al. 2014; Etaan and Jain, 2019; Alsakarneh et al. 2023). Besides, talent acquisition, management and retention have influenced employee performance in organizations significantly (Kaleem, 2019; Muyela and Kamaara, 2021) and training and development, rewards (Okoli et al. 2020), career development (Napitupulu et al. 2017; Kakui and Gachunga, 2018; Hallo and Obu, 2021; Muthumbi and Kamau, 2021; Ratemo et al. 2021) and retention are significantly influencing employee performance (Khan and Jalees, 2017; Kamau and Juma, 2023). Meanwhile, compensation based on performance, mentoring, support from management and training and development have also influenced employee performance (Mahlahla et al, 2020).

Recruitment and selection (Nazari et al. 2014; Mkamburi and Kamaara, 2017; Bibi, 2018; Etaan and Jain, 2019; Abdullah et al 2022; Alsakarneh et al. 2023; Kamau and Juma, 2023) and learning and development (Utrilla et al. 2015; Nguyen and Watanabe, 2017; Santos and Gonçalves, 2018; Bibi, 2018; Abdullahi et al 2022; Mullen and Klimaitis, 2021; Nama et al. 2022; Kravariti et al., 2023) are significantly impacting employee performance. Further, performance management (Amiri and Shawali 2021; Gomes et al. 2021; Ekhsan et al. 2023; Abdullahi et al 2022; Nangolo, 2025) and employee engagement (Citta et al. 2021; Abdullahi et al 2022; Boccoli et al. 2023; Kravariti et al. 2023; Nelson and Pradinang, 2024; Saikrishna, 2025. Natsag et al. 2026) are also impacting employee performance significantly.

2.2.3 Employee Performance (EP) and Employee Retention (ER)

EP has influenced retention of employees significantly in all kind of companies (Devi, 2020; Juliana et al. 2020) and poor performance is leading to low rate of employee retention (Anderson, 2025). ER had significant association with EP (Griffeth et al. 2000) and it is also connected with employees' performance (Shirina et al. 2023) and EP is significantly related with ER (Duggal and Makwana, 2023). Meanwhile, the components of employee retention namely compensation, benefits, job description and retention programmes are significantly impacting employee performance (Chemutai et al. 2019). Based on above theoretical background and literature review, the hypotheses are coined for this study and they are:

H₁: Recruitment and selection is positively influencing employee retention.

H₂: Learning and Development is positively influencing employee retention.

H₃: Performance management is positively influencing employee retention.

H₄: Employee engagement is positively influencing employee retention.

H₅: Recruitment and selection is positively influencing employee retention through employee performance.

H₆: Learning and Development is positively influencing employee retention through employee performance.

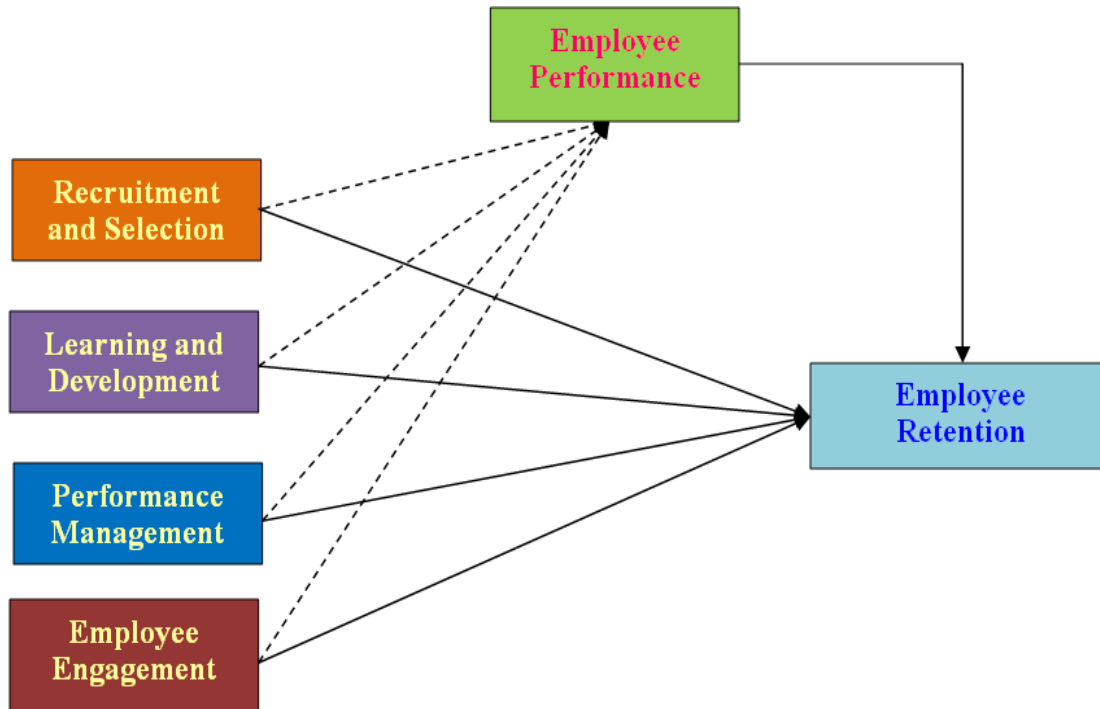
H₇: Performance management is positively influencing employee retention through employee performance.

H₈: Employee engagement is positively influencing employee retention through employee performance.

2.3 Conceptual Framework of the Study

The conceptual framework represents linkage among variables and it guides the research by outlining how the variables interact among them. This framework assists to explain how talent management practices can influence employee retention through employee performance. Figure - 1 illustrates the conceptual framework of this study.

Figure-1. Conceptual Framework of this Study



3. Methodology

Chennai in Tamil Nadu, India is chosen for the current research and it is a cross-sectional in nature. Convenience sampling method is employed for choosing employees working in automobile industry and questionnaire method is used for collecting data from them. This study is used constructs developed and standardized by authors in the year 2026 and this research is applied a 5-point Likert scale for measuring the variables in constructs and it is chosen due to its statistical strength to capture levels of agreement, straightforwardness and minimizing tiredness of respondents. The structured questionnaire is administered amidst 800 employees and out of this, only 300 are completely filled and returned by them, thus, the response rate is 37.50% and the size of sample is 300. Descriptive statistics, regression and correlation analysis and Structural Equation Modelling (SEM) are used for analyzing the data received from them.

4. Results

4.1 Profile of Employees

Amidst 300 employees, 191 (63.67%) of them are males, whilst, 109 (36.33%) of them are females and 92 (30.67%) of them belong to 36 – 45 years of age, whereas, 29 (9.67%) of them belong to less than 25

years of age. Besides, 110(36.66%) of them hold B.E., while, 47(15.67%) of them hold M.E. and 101(33.67%) of them have salary of Rs.40,001 – Rs.50,000, whilst, 31(10.33%) of them have salary of more than Rs.60,000 per month. Meanwhile, 265(88.33%) of them are married and 35(11.67%) of them are unmarried (Table - 1).

Table – 1. Profile of Employees

Profile	N	%
Gender		
Male	191	63.67
Female	109	36.33
Age		
Less than 25 Years	29	9.67
26 – 35 Years	81	27.00
36 – 45 Years	92	30.67
46 – 55 Years	64	21.33
More than 55 Years	34	11.33
Education		
Diploma	83	27.67
B.E.	110	36.66
B.Tech.	60	20.00
M.E.	47	15.67
Monthly Salary		
Less than Rs.30,000	72	24.00
Rs.30,001 – Rs.40,000	54	18.00
Rs.40,001 – Rs.50,000	101	33.67
Rs.50,001 – Rs.60,000	42	14.00
More than Rs.60,000	31	10.33
Marital Status		
Married	265	88.33
Unmarried	35	11.67

4.2 Measurement Model

Values of Cronbach's alpha are greater than 0.70 and they are demonstrating that constructs' internal consistency is at acceptable level. Values of Composite Reliability (CR) are larger than 0.70. Values of Average Variance Extracted (AVE) are more than 0.50 and values of Discriminant Validity (DV) are bigger than 0.60. It is inferred that constructs had higher degree convergent validity (Table - 2).

Table – 2. Outcomes of Assessment of Measurement Model

Particulars	Cronbach's Alpha	CR	AVE	DV
Recruitment and Selection(RS)	0.87	0.79	0.72	0.75
Learning and Development(LD)	0.81	0.76	0.69	0.72
Performance Management(PM)	0.79	0.75	0.67	0.70
Employee Engagement(EE)	0.84	0.78	0.70	0.73
Employee Performance(EP)	0.77	0.74	0.66	0.68
Employee Retention(ER)	0.75	0.73	0.64	0.66

4.3 Descriptive Statistics of Constructs

Mean value is varying from 3.98 for RS to 3.80 for ER. All constructs have positively and significantly interrelated with each other in 1% level. Relation amidst EP and ER of employees($r=0.67$) is positive, high and significant. The coefficient of correlation of constructs are lesser than 0.80 and it demonstrates that multicollinearity is not prevailing among them (Table - 3).

Table– 3. Mean, SD and Coefficient of Correlation

Particulars	M	SD	RS	LD	PM	EE	EP	ER
RS	3.98	0.64	1					
LD	3.74	0.69	0.19**	1				
PM	3.96	0.64	0.37**	0.36**	1			
EE	3.82	0.65	0.15**	0.34**	0.30**	1		
EP	3.84	0.93	0.16**	0.21**	0.35**	0.37**	1	
ER	3.80	0.42	0.43**	0.46**	0.49**	0.45**	0.67**	1

** Significance at 1% level

4.4 Impact of Talent Management Practices on Employee Retention in Automobile Industry

Regression analysis is used to analyze impact of talent management practices on employee retention in automobile industry and results are shown in Table - 4. R^2 and adjusted R^2 are 0.46 and 0.45 in sequence and these clarify that the model is fitted moderately and it is significant since F-value of 10.642 is significant in 1% level.

Table - 4. Regression Analysis-Results

Talent Management Practices	Co-efficient (Unstandardized)	t-Value	Sig.
Constant	22.466	12.118	.000
RS (X_1)	.465	10.665	.000
LD (X_2)	.435	9.715	.000
PM(X_3)	.340	5.301	.000
EE(X_4)	.158	3.544	.000
R^2	0.46	-	-
Adjusted R^2	0.45	-	-
F	10.642	-	.000

Recruitment and selection ($B=0.465$), learning and development ($B=0.435$), performance management ($B=0.340$) and employee engagement ($B=0.158$) are significantly and positively impacting employee retention in automobile industry in 1% level. When other things constant, 1% raise in recruitment and selection, 0.47% will raise in employee retention, 1% raise in learning and development, 0.44% will raise in employee retention, 1% raise in performance management, 0.34% will raise in employee retention and 1% raise in employee engagement, 0.16% will raise in employee retention in automobile industry.

4.5 Influence of Talent Management Practices on Employee Retention through Employee Performance in Automobile Industry

To examine influence of talent management practices on employee retention through employee performance in automobile industry, SEM is applied and the result is presented in Table - 5.

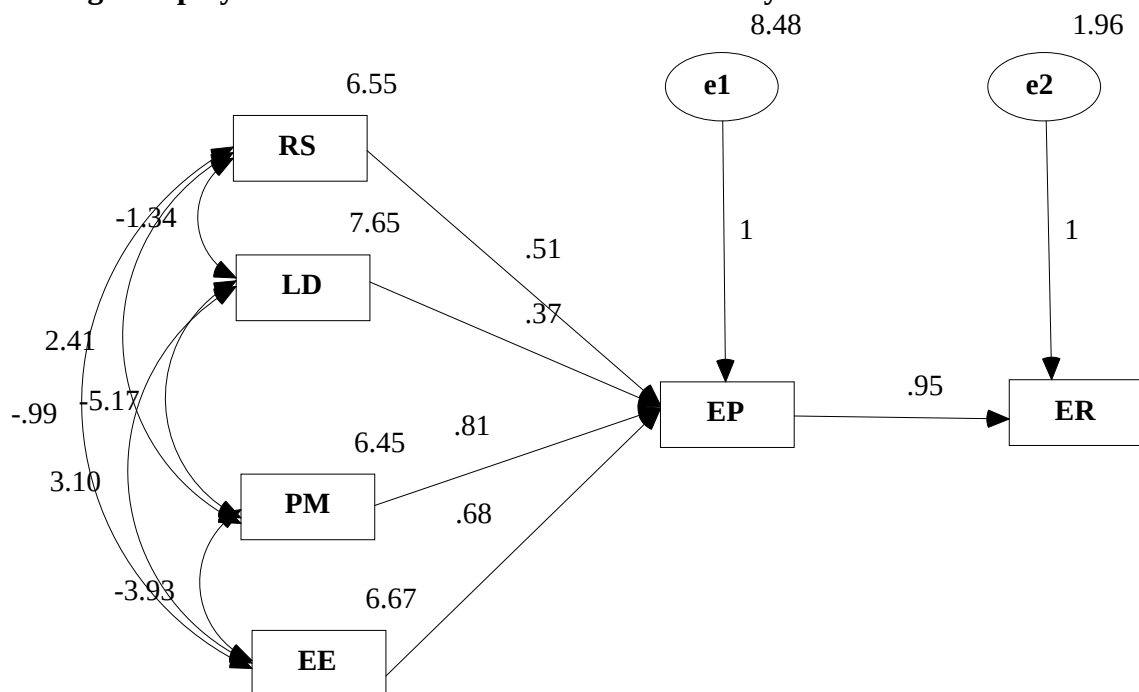
Table – 5.Results of SEM

Path	Coefficients	CR	P
EP ← RS	.509	7.092	***
EP ← LD	.365	4.023	.357
EP ← PM	.813	6.897	***
EP ← EE	.683	8.331	***
ER← EP	.950	11.520	***

The standardized coefficient for Employee Performance (EP) against Recruitment and Selection (RS) is 0.509, for Employee Performance (EP) against Learning and Development (LD) is 0.365, for Employee Performance (EP) against Performance Management (PM) is 0.813 and Employee Performance (EP) against Employee Engagement (EE) is 0.683 and is significant in 1% level. Accordingly, performance management, employee engagement, recruitment and selection and learning and development have positive, significant and positive influence on employee performance in automobile industry.

Besides, the standardized coefficient for Employee Retention(ER) against Employee Performance (EP) is 0.950 which is significant in 1% level. Hence, EP is directly, positively and significantly influencing ER in automobile industry. The path diagram is shown in Figure-2. According to model fit measures, this model is in good fit (Chi Square Value=2.732; GFI=0.98; CFI = 0.97; RMSEA= 0.06; RMR= 0.02).

Figure-2. Path Diagram for Influence of Talent Management Practices on Employee Retention through Employee Performance in Automobile Industry



5. Discussion

The outcomes make clear that recruitment and selection has positive and significant impact on employee retention and it is supported by the research studies of Hughes and Rog (2008), Allen et al. (2010), Breaugh (2013), Marchington (2015), McCracken et al. (2016), Jayaraman et al. (2018), Shrestha and

Prajapati(2023), Madhur et al. (2024), Khanam and Satata(2025) and Soomro et al. (2026). Learning and development has also positive and significant impact on employee retention and it is on par with findings of Aguinis and Kraiger (2009), Marchington (2015), McCracken et al. (2016), Jayaraman et al. (2018), Madhur et al. (2024), Khanam and Satata (2025) and Riyami (2026).

Besides, performance management is significantly and positively impacting employee retention and it is confirmed by the studies of Doh et al. (2011), Meyers and van Woerkom (2014), Marchington (2015), Madhur et al. (2024) and Riyami (2026). Employee engagement has also positive and significant impact on employee retention and it is on par with findings of Hughes and Rog (2008), Kontoghiorghes (2016), Madhur et al. (2024), Krithika and Aithal (2024) and Khanam and Satata (2025).

Besides, RS, LD, PM and EE have significantly influenced employee retention with positive sign by means of employee performance in automobile industry. It is observed that no studies are done in these aspects so far in anywhere in the world including India, hence, this study is unique and innovative in nature.

6. Conclusion, Contributions and Implications

RS, LD, PM and EE have significantly impacted employee retention with positive values in automobile industry. RS, LD, PM and EE have significantly influenced employee retention with positive sign by means of employee performance in automobile industry. This study has contributed theoretically and empirically in the areas of TMPs, ER and EP. This study provides very important insights for top management of automobile companies for improving efficient adoption of talent management practices to increase retention of their talented and experienced employees. The results are also extremely helpful to HR managers to increase performance of their employees and also increasing profitability, competitiveness and sustainability of automobile companies.

7. Delimitations and Theme for Research in Future

This study is focusing only on automobile industry in Chennai in Tamil Nadu, India and is also curved to employees working in automobile industry in Chennai and the size of sample is 300 employees only. Relation amidst TMPs, leadership and ER in automobile industry may be studied in Chennai in future.

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