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Impact of Talent Management on Organizational Performance in Nepalese Non-government Organizations

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Abstract

This study opted for a positivist perspective-based deductive approach to determine the impact of talent management on organizational performance in Nepalese non-government organizations. The causal-comparative research design was used to determine the intensity and magnitude of the relationship between the selected constructs of the inquiry. To collect the primary data, an email survey was administered using referral sampling that generated a 'sufficient' sample size of 404 with complete responses by respondents of various demographic backgrounds. For the data analyses, descriptive and inferential analyses were used. The key findings of the study using the structural equation model revealed that attraction, selection, and retention were the drivers of improving organizational performance in the chosen context. However, talent development had no significant influence on organizational performance.

Keywords: Human resources management, NGO, structural equation model, attraction, selection

Introduction

The term 'talent' has been presented as the sum of a person's abilities, skills, knowledge, experience, intelligence, judgment, attitude, character, drive, and ability to learn and grow (Agbaeze et al., 2017; Armstrong & Taylor, 2014; McKinsey et al., 2001). Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating staff to improve their performance (Pareek & Monika, 2020), and overall organizational performance (Adejare, 2022; Mahato, 2018). High-performance employees are constantly in great demand as they are unique and much superior to typical employees. This highlights the significance of taking into account that high-

quality employees desire challenges, accountability, and responsibility for their actions (Waal, 2012). Additionally, it has been discovered that talent management has received significant attention in contemporary organizations to improve overall organizational performance on a worldwide scale (Mahato, 2018).

Organizations today place more emphasis on talent management strategies as managers compete to hire the best staff in order to attend to their specified goals (Cheraisi & Busolo, 2020). TM strategies enable the integration of all units to make better-informed decisions about the novel or familiar changes in HR management and strategies based on a greater understanding of the potential benefits and risks in the turbulent economy or the dynamic business environment (Ugwu & Osisioma, 2017). So, the firms should maintain and uphold strategic talent management best practices in order to maximize talents and skills (Rukunga & Nzulwa, 2018), as talent management strategies have a significant impact on organizational performance (Adejare, 2022; Ugwu & Osisioma, 2017).

There is an important aspect to highlight for the role of talent management. Several studies have attempted to investigate the relationship between talent management and organizational performance. One of the studies has revealed that organizational performance is positively impacted by talent selection, development, and retention (Mahato, 2018). However, another study confirmed that talent attraction had no impact on determining organizational performance (Aina & Atan, 2020). Similarly, organizational performance is largely impacted by talent development (Mujtaba & Mubarik, 2022). This study revealed that talent attraction and retention have no impact on organizational performance.

Rukunga and Nzulwa (2018) identified four dimensions of talent management strategies - talent attraction, career management, talent learning and development, and retention. At a 5 percent level of significance, talent attraction, opportunities for learning and development, career management, and talent retention had a significant impact on organizational performance. These constructs of talent management strategies had almost 67 percent significant impact in organizational performance. However, Ugwu and Osisioma (2017) have revealed that almost 93 percent of the variation in organizational performance is explained by employee competency, personal attributes, and knowledge. Similarly, Gautam (2022) identified talent development, talent selection, and talent retention as the major practices for enhancing organizational commitment. This study confirmed a positively significant impact of talent management strategies on organizational commitment.

The four theories have served as the foundation for the present study, namely, human capital theory, Vroom's expectancy theory, resource-based theory, and

talent-based theory. Since it may be connected to the causes that have prompted the adoption of employee attraction with anticipated returns of high productivity and profitability for the company, the present research leans on the human capital theory. According to expectation theory, employees will work harder if they think it will result in a positive performance review, a positive review will result in organizational rewards like bonuses, pay raises, or promotions and the rewards will satisfy the employees' personal aspirations. Talent management techniques that support high skills and abilities, such as cautious selection and significant investment in training, may be described to demonstrate the relationship between talent management and performance (Vroom, 1968, in Agbaeze et al., 2017). Next, the resource-based theory postulates that since an organization is able to recognize and utilize its competitive advantages, the organization can improve performance by incorporating these competitive advantages traits: valuing the resources (physical, organizational, and human capital), evaluating the resources' rarity, substitutability, and imitability. Talent-based theory explains that organization essentially integrates the individually owned talent by providing structural arrangements for the coordination and cooperation of specialist talent employees. In other words, the business concentrates on the organizational processes that flow through these structural arrangements and allow people to develop, store, and apply their potential (Roberts, 2008, in Rukunga & Nzulwa, 2018). This theory aids in understanding how people learn and develop. It also includes a management approach that opposes haphazardness and substitutes ongoing management and working environment development.

A non-government organization (NGO) is a non-profit institution that functions independently of any government with an aim to serve a social or political goal such as a humanitarian cause or the protection of the environment (Lavanya & Kotte, 2011). In Nepal, there were about 30284 registered NGOs till 2014. The increased relevance of NGOs in development partnerships is evidenced by the fact that there are now many more NGOs than there were a few years ago. The performance of NGOs is essential if they are to meet the demands placed on them and the expectations of stakeholders or organizational management. The effectiveness of NGOs is essential to advancing the interests of numerous stakeholders and society at large. Finding the talent management strategies that affect performance is crucial for improving organizational performance (Thapa, 2019).

Despite the growing recognition of talent management as a critical driver of organizational success, there is a notable dearth of research examining the specific impact of talent management practices on organizational performance within the context of Nepalese non-government organizations (NGOs). While some studies

have explored talent management in developed countries or the private sector, there remains a significant research gap in understanding how talent management practices are implemented and their effects on organizational performance in the unique context of Nepalese NGOs. Therefore, this study made an effort via this paper to understand the strategies of talent management that are likely to improvise the performance of Nepalese NGOs. Taking into consideration these all providing issues and concepts, the present researchers formulated a single statement of the problem to govern the overall study in a holistic and scientific manner. The statement of problem reads as -- how do the talent management strategies affect the organizational performance with specific reference to Nepal-based non-government organizations?

The main objective was to examine the impacts of various strategies of talent management on organizational performance in the context of Nepalese NGOs. More specifically, the present work intended to:

1. identify the various talent management strategies contributing to organizational performance in Nepalese NGOs, and
2. examine the impact of various selected talent management strategies on organizational performance in these organizations.

Based on the above concerns, the researchers have made reviews of various related lead articles in this particular area. In Cheraisi and Busolo (2020), the effects of talent attraction on organizational performance were examined. The study revealed a significantly positive relationship between talent attraction and organizational performance. Customer satisfaction and quality of service were considered to measure performance. A study drew talent as a cumulative outcome of industry image, employee branding, organizational value, human resources reputations, recruitment brands, and employee value propositions (Mahato, 2018). Based on this proposition, it was hypothesized as:

H_1: There is significant positive impact of talent attraction on organizational performance.

Akutey et al. (2021) claimed that selection was positively related to organizational performance in terms of profitability and market share. Based on the empirical evidence, it was concluded that talent selection had a significantly positive relationship with organizational performance. Based on such evidence, it was hypothesized as:

H_2: There is a significant impact of talent selection on organizational performance.

In the study, Anlesinya et al. (2015) assessed the effects of talent development on organizational performance. The research has revealed that there is a significant and positive impact of talent development on organizational performance. To measure talent development, the researchers used career planning, job rotation, coaching, mentoring, job training, and proficient courses. Similarly, to measure organizational performance, the researcher used investment in technology, and research and development, to deliver quality service to satisfy their stakeholders. Based on such evidence and it was hypothesized that:

H_3: There is a significant impact of talent development on organizational performance.

All organizations have historically struggled with staff retention (Rijal, 2022). In Kurdia et al, (2020) have identified talent retention has positive significant impacts and organizational performance. The findings revealed that economic, psychological, affiliation and self-actualization factors affected employee retention. Work climate, employee satisfaction, organizational strategies, organizational diagnosis, organizational relationship, and personal growth were the determinant of the organizational performance of the NGOs in Nepal (Thapa, 2019). Based on such evidence and it was hypothesized that:

H_4: There is a significant impact of talent retention on organizational performance.

Methods and Procedures

This study opted for a positivist perspective-based deductive approach to determine the impact of talent management on organizational performance in Nepalese NGOs (Bryman, 2008). Since the present researcher could not figure out the population of the inquiry, the non-probability sampling method was chosen to administer the present survey with the unknown population of staff working in the selected sector of inquiry. For the convenience of administration of the inquiry with nationwide coverage of the representation of people working in Non-Government Organizations in Nepal, the present researcher used a combination of self-administration, judgmental, and snowballing sampling techniques (Naderifar et al., 2017) of the forwarding of Google link to the intended respondents. The causal-comparative research design was used to determine the intensity and magnitude of the relationship between the selected constructs of inquiry. In order to collect the primary data, an email survey was administered to 404 respondents of various demographic levels who replied with the duly completed survey questionnaires. For the analyses, both descriptive and inferential analyses were used. Statistical Package for Social Science Analysis of Moment Structures (AMOS) 21 was used to analyze data to test the hypothesis using Structural Equation Model (SEM).

The present researchers with prior knowledge about the initial participants forwarded the questionnaires by using emails. And those initial participants referred to all potential participants in the study. The survey was declared 'closed' on obtaining 404 complete responses. The survey questionnaires had two sections. The first section comprised three selected aspects of the demographic information of the respondent. The second section included five thematic components, namely, talent attraction, selection, development, and retention of the inquiry on organizational performance. These elements were further defused into six elements in talent attraction, selection, and retention. Five elements were recognized for the talent development construct. Each element comprised a five-point Likert Scaling statement crafted on forward scaling. The fifth component was designed with five summative elements.

Results and Discussion

This section includes descriptive statistics, Explanatory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Path Analysis for the analyses of the designed hypothesis for the present study.

Descriptive Analyses

The primary information was gathered from 404 staff employed in different positions in the Nepalese NGOs, using a standardized questionnaire. The individual demographic levels at the level of gender, age group, and length of work experience in various positional capacities in various organizations connected to the selected sector. The information pertinent to respondents has been displayed below in frequency and percentage score.

Table 1

Demographic Information of the Respondents

Demographic Information		Frequency	Percent
Gender	Male	277	68.6
	Female	127	31.4
Age-group	18 to 30 Years	98	24.3
	30 to 40 Years	105	26.0
	40 to 50 Years	192	47.5
	50 Years and above	9	2.2

Experience	Less than 1 Year	144	35.6
	1 to 5 Years	188	46.5
	5 to 10 Years	62	15.3
	10 years and above	10	2.5

The above information revealed that the results of descriptive analyses of demographic information of the respondents. This information was relevant to the study since they enabled the respondent to provide information that is valid, reliable, and relevant to the study. Out of 404 respondents, more than half (69 percent) were male staff, and only 31 percent were female. The majority of the participants (48 percent) were above 40-50 years. The age group of 30-40 years of the participants was 26 percent, 24 percent were of 18-30 years, and the rest of them were from 50 years and above. It was noticed that the majority (47 percent) of the staff have 1 to 5 years of experience in a particular sector, 36 percent of them had less than a year of experience, and 15 percent had 5-10 years of experience whereas only 3 percent had the experience of more than 10 years.

Table 2
Result of the Descriptive Analyses

Descriptive Analyses	A	TS	TD	TR	OS
Mean	2.9082	4.0169	3.8679	3.5886	3.1589
Std. Deviation	.75159	.61840	.59299	.69858	.63899
Skewness	-.146	-.722	-.592	-.400	-.215
Kurtosis	-.135	.602	.065	.372	.148
Multicollinearity	1.250	1.896	1.719	1.503	
Durbin-Watson			1.943		

Note: A: Talent Attraction, TS: Talent Selection, TD: Talent Development, TR: Talent Retention, OS: Organizational Performance

The above information revealed that the results of descriptive statistics, namely, mean, standard deviations, skewness, and kurtosis for the variables used in the regression estimation as causes and indicators of the latent variable. Among the 404 samples, the mean of the responses ranges from 2.91 to 4.01. There are no deviations in data as the researcher was unable to detect any significantly high standard deviation. As the value of Skewness and Kurtosis is between +1.96 and -1.96, the data is normally distributed (Hair et al., 2010, in Noordin et al., 2021). As

the value of VIF (Variance Inflation Factor) of each constructs is less than 10, no issue of multicollinearity has been detected (Shrestha, 2020). Moreover, the Durbin-Watson values of 1.943 show no autocorrelation in the regression models (King & David, 1995).

Structural Equation Modeling

Exploratory Factor Analysis (EFA)

EFA is used to reduce the number of factors and to aggregate, those factors with the same characteristics to determine which factors have the most impact and remain in the model, and which factors have little or no impact can be eliminated (Henson & Roberts, 2006). The primary purpose of factors analyses in this study is to identify the most influential factors of talent management strategies on organizational performance. For factor loading, PCA Varimax was used to identify and extract high-performing items for the constructs. On the other hand, an option with a fixed number (5) of variables and an absolute value below 0.50 was used to make it easier to identify the items with study variables.

Table 3
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	6332.476
	Df	276
	Sig.	0.000

The above information revealed that Kaiser Meyer Olkin (KMO) measures sample adequacy. It is an index used to examine the appropriateness of factor analysis. The above table shows that the value of KMO is 0.902, the obtained value lies between 0.5 and 1.0, and a value closer to 1 indicates factor analysis is appropriate and the sample is adequate for further analysis (Shrestha, 2021). Similarly, the table also shows Bartlett's test is used to examine the hypothesis that the variables are uncorrelated in the population. The above table also shows that the value of Bartlett's test is 6332.476 is sig 0.000 and is less than the significant level 0.05, meaning the variables or constructs are uncorrelated in the population (Shrestha, 2021).

Table 4

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.500	35.415	35.415	8.500	35.415	35.415	4.629	19.288	19.288
2	3.399	14.163	49.578	3.399	14.163	49.578	4.194	17.474	36.762
3	2.347	9.780	59.358	2.347	9.780	59.358	3.757	15.655	52.416
4	1.816	7.566	66.924	1.816	7.566	66.924	2.998	12.493	64.909
5	1.593	6.637	73.561	1.593	6.637	73.561	2.077	8.652	73.561

Extraction Method: Principal Component Analysis

The table 4 shows the Eigen value. The Eigen value represents the total variance explained by each other (Shrestha, 2021). The initial Eigen values of component 1, 2, 3, 4, and 5 must be greater than 1, therefore only 5 factors can be created. Component 1 explains 19.288 percent, component 2 explains 17.474, component 3 explains 15.655, component 4 explains 12.493 and component 5 explains 8.652 percent variance which is 73.561 percent out of 100 percent is explained by these factors those are included in the study.

Confirmatory Factor Analysis

Table 5

Rotated Component Matrix with AVE, MSV, and CR

Variables	Items	Rotated Component Matrix AVE, MSV and CR					
		Factor Loadings	Communalities	AVE	Cronbach's Alpha	CR	MSV
Talent Attraction	A1	.687	.523	0.562	.909	0.88	0.179
	A2	.861	.793				
	A3	.801	.680				
	A4	.754	.668				
	A5	.829	.731				
	A6	.857	.773				
Talent Selection	TS1	.800	.716	0.738	.940	0.944	0.312
	TS2	.824	.813				
	TS3	.858	.819				
	TS4	.865	.845				
	TS5	.854	.783				
	TS6	.781	.678				

Talent Development	TD1	.736	.645	0.691	.845	0.899	0.312
	TD2	.857	.819				
	TD3	.872	.852				
	TD4	.775	.673				
Talent Retention	TR1	.744	.665	0.69	.881	0.918	0.179
	TR2	.875	.816				
	TR3	.843	.784				
	TR4	.861	.808				
	TR5	.800	.700				
Organizational Performance	OS1	.813	.695	0.53	.725	0.771	0.134
	OS2	.810	.713				
	OS3	.780	.663				

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

The above information revealed that the Rotated Component Matrix with AVE, MSV, and CR values of selected constructs for the study. The values of Cronbach's coefficient were above the 0.70 standards suggested by (Nunnally & Bernstein, 1994). We were able to confirm internal consistency and verify reliability. The average variance extracted (AVE) was used for the Convergent Validity (CV). CV refers to the extent to which two logically similar tests of constructions are currently related. Composite Reliability (CR) should be greater than 0.5 and CR must be greater than AVE for CV (Campbell & Fiske, 1959). The entire construct fulfills the required criteria for CV. Discriminant Validity (DR) assessment shows that a concept test is not so closely linked to other measures that measure potentially distinct concepts. For the validation of data, certain conditions must be assured, they are CR>AVE, AVE>MSV, and √AVE> r(correlation). The table above revealed the result of constructs after running in the SPSS and AMOS.

Table 6
Inter Construct Correlation and Square Roots of AVE Constructs

Constructs	**A**	**TS**	**TD**	**TR**	**OS**
A	**0.749**				0.366***
TS	0.335***	**0.859**			0.290***
TD	0.251***	0.559***	**0.831**		0.148*

TR	0.423***	0.411***	0.290***	**0.831**	0.313***
OS					**0.728**

*Note: * p < 0.050, ** p < 0.010, and *** p < 0.001 Level of significance*

The above information revealed that the square root of the AVE (the diagonal in Table 6) of each construct was higher than the intercorrelations of the other constructs (off-diagonal elements in the Table) supporting discriminant validity (Fornell & Larcker, 1981). Therefore, the construct validity of the measures is adequately supported.

Table 7
Analysis of Model Fit Indices of CFA

Model Fit Indices	Recommended Value	Obtained Value
P-value	≤0.05	0.000
CMIN/df	<3	2.955
TLI	>0.90	0.922
CFI	>0.90	0.925
RMSEA	<0.8	0.073
SRMR	<.08	0.0424
RMR	<0.05	0.000

*Note: TLI= Tucker-Lewis Index, CFI= Comparative Fit Index, RMSEA= Root Mean Square Error of Approximation,*SRMR*=Standardized Root Mean Squared Residual, in the study of Hu and Bentler (1999) RMR= Root Mean Squared Residual in the study of Diamantopoulos and Siguaw (2000); Cutoff Criteria for Fit Indexes in Covariance Structure Analysis were used to describe more detail CFA*

To verify the research hypotheses, the structural equation model (Fornell & Larcker, 1981) was performed for the analysis. The results are presented in table 8. The fitness indices of the model as mentioned in table 7 are as follows: P-value= 0.000, CMIN/df= 2.955, TLI= 0.922, CFI= 0.925, RMSEA= 0.073, SRMR= 0.0424, RMR= 0.000. These values meet (Hu & Bentler, 1999) standards and, thus, we claim it is an acceptable model.

Path analyses

Figure 1

Path Analyses

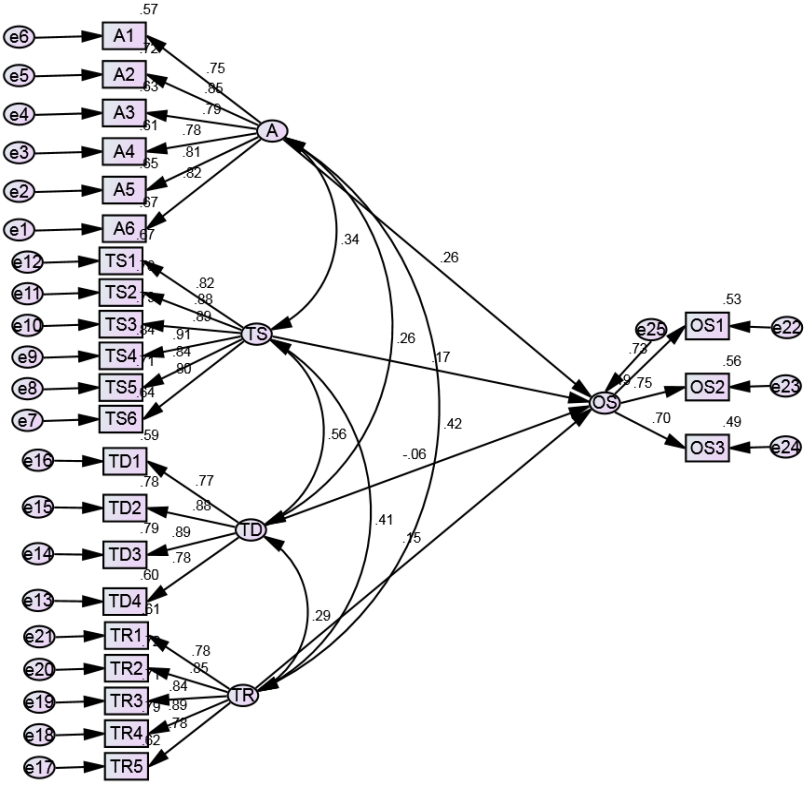

Table 8

Path Analysis Estimates

Path			Beta	S.E.	C.R.	Significance	Hypothesis
OS	<---	A	0.256	0.064	3.99	***	H1
OS	<---	TS	0.202	0.088	2.298	0.022	H2
OS	<---	TD	-0.065	0.079	-0.828	0.408	H3
OS	<---	TR	0.141	0.065	2.168	0.03	H4

Note: *** significance at 0.001 level of significance

The path analysis of the study model, as presented in Table 8 and Figure 1, revealed that talent attraction has a significant and positive influence on organizational performance with a value of 0.256 and probability (p) of 0.000 (p <

0.01). Thus, hypothesis 1 is supported. Similarly, talent selection has a significant and positive influence on organizational performance with a value of 0.202 and a probability (p) of 0.022 ($p < 0.05$). Thus, a test of hypothesis 2 is supported. However, hypothesis 3 dealing with talent development and organizational performance had an insignificant as well as negative relationship with each other with a value of -0.065 and probability (p) of 0.408 ($p > 0.05$). Therefore, hypothesis 3 is rejected. Talent attraction has a significant and positive influence on organizational performance with a value of 0.141 and a probability (p) of 0.03 ($p < 0.05$). Thus, hypothesis 4 has been supported.

Conclusion

This paper aimed to investigate talent management strategies on organizational performance with a specific focus on Nepalese NGOs. Using the Structural Equation Model (SEM) approach, the present researchers explored the role of talent attraction, selection, development, and retention as possible drivers of improving organizational performance. The results showed that there is a significant positive impact of talent attraction on organizational performance which supports the findings of Mahato (2018), Rukunga and Nzulwa (2018), Gautam (2022), and Philips and Roper (2009). The results showed that there is a significant positive impact of talent selection on organizational performance which supports the findings of these earlier studies. The results showed that there is a significant positive impact of talent retention on organizational performance which supports the findings of the earlier selected studies. The results revealed that talent attraction, selection, and retention were the drivers of improving organizational performance in the context of Nepalese NGOs. However, the results support the findings of Philips and Roper (2009), Mahato (2018), Rukunga and Nzulwa (2018), and Gautam (2022), it could not confirm a statistically significant impact of talent development on organizational performance.

At the policy level, Nepalese NGOs should consider the improvement of the foundation for each construct of talent management strategies. The sectoral regulatory system should develop more practical policy requirements and operating system practices.

Similarly, at the managerial level of implications, the NGOs should consider developing and placing into practice more innovative methods for the attraction and selection of talent to boost organizational performance. Also, the creation and implementation of novel talent retention strategies would pave the road for improved organizational performance.

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