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A STUDY ON TALENT MANAGEMENT TECHNIQUES FOR INCREASING EMPLOYEE ENGAGEMENT IN CHENNAI'S HEALTHCARE SECTOR

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ABSTRACT:

In the healthcare sector, where excellent patient care and employee happiness are paramount, employee engagement is a crucial component of organizational success. The goal of this study is to look into talent management techniques that help raise employee engagement in Chennai's healthcare sector. The 300 well-structured questionnaires are given out to study participants as part of the distribution process. Employee commitment, involvement, and job satisfaction are the dependent variables of employee engagement. Talent management strategies are the independent variable and can be further broken down into sub-variables like recruitment and selection, training and development, performance management, career development, and succession planning. The quantitative data are analyzed using statistical analysis methods like correlation analysis, regression analysis, and descriptive statistics.

Keywords: Talent Management, Employee Engagement, Health care, Industry, Strategies

INTRODUCTION

Any organization's ability to succeed in the modern, highly competitive, and dynamic healthcare sector depends greatly on the skills and commitment of its staff. Employee engagement, which is defined as employees' emotional commitment to and involvement in their work and organization, is crucial for fostering organizational success, patient care quality, and general productivity. With a large number of hospitals, medical facilities, and

healthcare providers, Chennai, a thriving metropolis in India, serves as a vital hub for the healthcare sector. The sector has particular difficulties, such as a lack of qualified healthcare workers, high staff turnover rates, and rising expectations for high-quality patient care. To attract, keep, and engage top people in Chennai's healthcare firms in this situation, it is essential to employ efficient talent management techniques

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REVIEW OF LITERATURE

This review of the literature seeks to offer an overview of current research and best practices in talent management techniques in Chennai City's healthcare sector, with an emphasis on their effects on employee engagement. A variety of strategies are included in talent management with the goal of luring, nurturing, and keeping the best employees in a company. Recruitment and selection, training and development, performance management, work-life balance and career development, and succession planning are some of the talent management techniques that have been studied in the context of healthcare. B. Imperatori, 2017. Numerous studies have shown how effective talent management techniques are in increasing employee engagement in the healthcare sector.

STATEMENT OF THE PROBLEM AND SCOPE OF THE STUDY

Low employee engagement and its effects on Chennai-area healthcare firms. This study seeks to advance the fields of talent management and employee engagement by offering a thorough examination of tactics developed especially for Chennai's healthcare sector. The study's conclusions can help

healthcare firms in Chennai put effective talent management methods into practice, which would increase employee engagement, lower turnover rates, and ultimately boost patient care quality.

OBJECTIVES OF THE RESEARCH

- To examine the relationship between talent management strategies and employee engagement in the healthcare industry of Chennai.
- To provide recommendations for enhancing talent management practices to increase employee engagement.

LIMITATIONS

Due to the sample size constraints, the generalizability of findings may vary. The timeline of data collected is in the year 2023 and the analysis and reporting are done during the period of 2023.

HYPOTHESIS OF THE STUDY

Hypothesis 1: Talent management strategies have a positive impact on employee engagement in the healthcare industry of Chennai city.

RESEARCH METHODOLOGY

The data collected related to talent management strategies and employee engagement in the healthcare industry of Chennai. This data includes employee surveys, performance metrics, and any

other relevant information. The well-structured 300 questionnaires are

distributed among the respondents for the study for analysing.

ANALYSES

Demographic Details

Table - 1

| Demographic Details | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------------|---------------------|-----------|---------|---------------|--------------------|
| AGE | Less than 25 | 37 | 12.3 | 12.3 | 12.3 |
| | 25 years - 35 years | 113 | 37.7 | 37.7 | 50.0 |
| | 35 years - 45 years | 67 | 22.3 | 22.3 | 72.3 |
| | Above 45 years | 83 | 27.7 | 27.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |
| GENDER | Male | 146 | 48.7 | 48.7 | 48.7 |
| | Female | 154 | 51.3 | 51.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |
| YEARS OF EXPERIENCE | Less than 5 Years | 44 | 14.7 | 14.7 | 14.7 |
| | 5 Years - 10 Years | 93 | 31.0 | 31.0 | 45.7 |
| | 10 Years - 15 Years | 86 | 28.7 | 28.7 | 74.3 |
| | Above 15 Years | 77 | 25.7 | 25.7 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

Source: Primary Data

Summary of Hypothesis

Table - 2

| S.NO | Null Hypothesis | Test | Sig. ^a | Decision |
|------|---|------------------------------------|--------------------|-----------------------------|
| 1 | The categories of Age occur with equal probabilities. | One-Sample Chi-Square Test | <.001 | Reject the null hypothesis. |
| 2 | The categories defined by Gender = Male and Female occur with probabilities .500 and .500. | One-Sample Binomial Test | .686 | Retain the null hypothesis. |
| 3 | The categories of Years of Experience occur with equal probabilities. | One-Sample Chi-Square Test | <.001 | Reject the null hypothesis. |
| 4 | The distribution of Talent Acquisition and Recruitment is normal with mean 3.61 and standard deviation 1.31259. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 5 | The distribution of Compensation and Benefits is normal with mean 3.48 and standard deviation 1.35740. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 6 | The distribution of Continuous Learning and Development is normal with mean 3.53 and standard deviation 1.15197. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 7 | The distribution of Advancement opportunities is normal with mean 3.85 and standard deviation 1.13363. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 8 | The distribution of innovation and creativity is normal with mean 3.74 and standard deviation 1.02510. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 9 | The distribution of work culture and work-life balance is normal with mean 3.68 and standard deviation 1.04884. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 10 | The distribution of Motivated and Committed is normal with mean 4.19 and standard deviation .57118. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 11 | The distribution of Opportunities for Growth and Development is normal with mean 3.44 and standard deviation 1.22395. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |
| 12 | The distribution of organization's mission and goals is normal with mean 3.69 and standard deviation 1.08586. | One-Sample Kolmogorov-Smirnov Test | <.001 ^b | Reject the null hypothesis. |

Source: Computed Data

a. The significant level is .050

b. Lilliefors corrected. Asymptotic Significance is displayed

Summary of One-way ANOVA

Table - 3

| Talent Management Strategies | Employment Engagement | | Sum of squares | Df | F | significance |
|------------------------------|-------------------------|----------------|----------------|-----|-------|--------------|
| | Motivated and Committed | Between Groups | 35.121 | 4 | 8.780 | 41.492 |
| | | Within Groups | 62.426 | 295 | .212 | <.001 |

| | | | | | | | |
|------------------------------------|--|----------------|---------|-----|--------|--------|-------|
| Talent Acquisition and Recruitment | | Total | 97.547 | 299 | | | |
| | Opportunities for Growth and Development | Between Groups | 52.929 | 4 | 13.232 | 9.883 | <.001 |
| | | Within Groups | 394.991 | 295 | 1.339 | | |
| | | Total | 447.920 | 299 | | | |
| | organization's mission and goals | Between Groups | 23.373 | 4 | 5.843 | 5.237 | <.001 |
| | | Within Groups | 329.174 | 295 | 1.116 | | |
| Total | | 352.547 | 299 | | | | |
| Compensation & Benefits | Motivated and Committed | Between Groups | 2.663 | 4 | .666 | 2.070 | .085 |
| | | Within Groups | 94.883 | 295 | .322 | | |
| | | Total | 97.547 | 299 | | | |
| | Opportunities for Growth and Development | Between Groups | 104.558 | 4 | 26.140 | 22.458 | <.001 |
| | | Within Groups | 343.362 | 295 | 1.164 | | |
| | | Total | 447.920 | 299 | | | |
| | organization's mission and goals | Between Groups | 113.894 | 4 | 28.474 | 35.196 | <.001 |
| | | Within Groups | 238.652 | 295 | .809 | | |
| | | Total | 352.547 | 299 | | | |
| Continuous Learning & Development | Motivated and Committed | Between Groups | 2.981 | 4 | .745 | 2.325 | .057 |
| | | Within Groups | 94.565 | 295 | .321 | | |
| | | Total | 97.547 | 299 | | | |
| | Opportunities for Growth and Development | Between Groups | 13.561 | 4 | 3.390 | 2.302 | .059 |
| | | Within Groups | 434.359 | 295 | 1.472 | | |
| | | Total | 447.920 | 299 | | | |
| | organization's mission and goals | Between Groups | 71.454 | 4 | 17.864 | 18.747 | <.001 |
| | | Within Groups | 281.092 | 295 | .953 | | |
| | | Total | 352.547 | 299 | | | |
| Advancement Opportunities | Motivated and Committed | Between Groups | 11.993 | 4 | 2.998 | 10.338 | <.001 |
| | | Within Groups | 85.554 | 295 | .290 | | |
| | | Total | 97.547 | 299 | | | |
| | Opportunities for Growth and Development | Between Groups | 34.635 | 4 | 8.659 | 6.181 | <.001 |
| | | Within Groups | 413.285 | 295 | 1.401 | | |
| | | Total | 447.920 | 299 | | | |
| | organization's mission and goals | Between Groups | 10.429 | 4 | 2.607 | 2.248 | .064 |
| | | Within Groups | 342.118 | 295 | 1.160 | | |
| | | Total | 352.547 | 299 | | | |
| Innovation & Creativity | Motivated and Committed | Between Groups | 8.664 | 4 | 2.166 | 7.189 | <.001 |
| | | Within Groups | 88.883 | 295 | .301 | | |
| | | Total | 97.547 | 299 | | | |
| | Opportunities for Growth and Development | Between Groups | 21.930 | 4 | 5.482 | 3.797 | .005 |
| | | Within Groups | 425.990 | 295 | 1.444 | | |
| | | Total | 447.920 | 299 | | | |
| | organization's mission and goals | Between Groups | 9.865 | 4 | 2.466 | 2.123 | .078 |
| | | Within Groups | 342.682 | 295 | 1.162 | | |
| | | Total | 352.547 | 299 | | | |

Source: Computed Data

FINDINGS AND SUGGESTION

➤ The study discovered that Chennai City's healthcare sector has comparatively low levels of employee engagement. Numerous workers reported feeling unmotivated, unsatisfied with their jobs, and uncommitted to their companies. Healthcare firms

should concentrate on choosing individuals that share their values, mission, and culture in order to increase employee engagement. Implement thorough selection procedures that evaluate motivation and cultural fit in addition to technical skills.

- The study discovered a number of techniques for managing talent that were already in use. These included procedures for hiring and choosing employees, training and development initiatives, performance monitoring systems, and chances for career advancement.
- The importance of good talent management techniques in raising employee engagement levels is highlighted by a study on talent management strategies for promoting employee engagement in Chennai's healthcare sector. To provide leadership development programs to help healthcare organizations become strong leaders. To create a positive workplace, encourage leaders to adopt a transformational leadership style that inspires and encourages workers.
- The study indicates that implementing targeted talent management strategies can positively impact employee engagement and contribute to the overall success of healthcare organizations

CONCLUSION

Healthcare organizations can significantly raise employee engagement levels by implementing efficient recruitment and selection procedures, investing in training and development, developing strong leadership, fostering a culture of recognition, and improving communication. This highlights the significance of talent management strategies in improving employee engagement in the healthcare industry of Chennai City. In Chennai City's healthcare industry, more employee involvement will have a favorable impact on patient care, organizational performance, and overall success in addition to improving job satisfaction and motivation. The healthcare sector in Chennai is always changing and facing difficulties, therefore it is crucial for firms to handle talent management and employee engagement early on. The unique effects of talent management techniques in the context of Chennai City's healthcare business should be evaluated in future research.

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