

Understanding the impact of talent and skills management on the performance of the employees

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Abstract

Within the framework of a competitive and dynamic business environment, in which talent management and skills management practices have been identified to influence the performance of employees in Indian defense shipyards. Quantitative, cross-sectional research design was chosen, and data were collected using a sample of 300 employees, including engineers, technicians and HR professionals using a structured questionnaire on the basis of a five-point Likert scale. The stratified random sampling was used to make sure that the representation in different functional areas is achieved. Descriptive statistics, reliability analysis (Cronbachs alpha), correlation analysis and multiple regression analysis were used to analyze the collected data using statistical software. The results showed that constructs are highly reliable with the alpha values of Cronbach being above 0.85. The results of the correlation showed that there was a significant positive relationship between the talent management, skills management and employee performance. Moreover, regression analysis revealed that talent management as well as skills management had a significant impact on employee performance. The results indicated that successful combination of talent and skills management practices led to improved employee engagement, motivation, and productivity. The research findings concluded that the workforce performance and long-term organizational success was greater in organizations that strategically invested in organized talent development and ongoing skill advancement. The study had the benefit of contributing to the existing literature by giving an empirical evidence on the combined impact of talent and skills management and gave practical implications to the HR professionals and organizational leaders.

Key Words: Talent management, skills management, employee performance, human capital, organizational effectiveness

Introduction

In a fast changing and competitive world of business, talent and skills management emerged as an important factor in employee performance and organizational success in the long run. The move to knowledge-based economies, accelerated technological advancement and future workforce demands have increased the necessity of systematic methods in attracting and retaining employees. Talent and skills management is not only restricted to recruitment and training but also involves strategic workforce planning, continuous learning, performance management, leadership development as well as employee engagement. Recent studies have continuously shown the importance of talent management practices towards improving the employee performance.

Current research, like that given by Alhantoobi et al. (2024) and Maley et al. (2024), states that the alignment of talent management to organizational objectives is a strategic factor that enhances individual and group performance, especially in a business environment with constant changes. Shah et al. (2024) also emphasize the mediating nature of the employee satisfaction in learning organizations, which implies that talent management is a contributor to performance not only in the development of skills but also enhancing psychological and emotional commitment to work. Talent management practices that are inclusive and sustainable have also become significant in the modern research. According to Graham et al. (2024) and Groenewald et al. (2024), a talent management philosophy that is inclusive can foster fairness, diversity, and equal opportunities that have a positive effect on the outcome of employees, including commitment, engagement, and innovative behavior. The same situation is evidenced by Umair et al. (2024), who show that green talent management, with the help of transformational leadership, increases employee engagement and sustainable performance, which indicates the increased consolidation of the environmental responsibility concept into the human resource strategies. Influence and motivation turn out to be the key processes where talent and skills management can affect performance.

According to Ryanto (2024) and Ekhsan et al. (2023), career management and the talent development practices result in a significant increase in the motivation and engagement of employees, which then leads to a growth in productivity and job performance. Moreover, managerial support and leadership development have been listed among the key facilitators of successful talent management, especially in environments with scarce resources (Bristol-Alagbariya et al., 2024; Kravariti et al., 2023). The relation between management and retention of talent and sustainable performance has been well developed in various sectors and nationalities. The studies by Kumar (2022) and Barkhuizen and Gumede (2021) show that properly developed talent management systems are associated with fewer turnover intentions and more job satisfaction, thus, stabilizing the workforce performance. Surveys conducted by Tamsah et al. (2023) and Mantow and Nilasari (2022) in the areas of the public and knowledge-intensive industry highlight the complementary nature of knowledge management in enhancing the effectiveness of the talent programs on employee productivity. However, with the increasing body of literature, there are still gaps in the research. Available research is usually based on generic corporate settings, whereas little emphasis has been placed on industries that are experiencing a high rate of technological, regulatory and operational complexity. Thus, the proposed research will contribute to the extant literature that affect the performance of the employees by studying competencies, motivation, engagement, leadership support, and organizational culture as mutually dependent factors of the workforce performance. Through the integration of modern knowledge and bridging the existing contextual gap, this study will offer empirical evidence, which can inform organizational leaders and HR professionals to ensure that they develop more effective talent and skills management system to improve employee performance and long-term organization development.

2. Literature review

Existing sources on talent and skills management emphasize that it is a vital element in improving the performance of the employees and maintaining competitiveness of the organization. The general definition of talent management includes an organizational strategy that involves attracting, developing, retaining, and deploying high-potential staff based on the

organizational goals (Alhantoobi et al., 2024; Maley et al., 2024). These practices have been demonstrated to enhance individual and organizational performance, especially in fast-changing business environments (Shah et al., 2024; Groenewald et al., 2024).

Chong et al., (2026) found that adopting Human Resource Analytics (HRA) significantly improved talent management practices in Malaysian firms. Enhanced talent management, in turn, led to better operational performance. Arhinful et al., (2026) examined how project manager competencies influenced sustainable competitive advantage in the Ghanaian construction industry. The study found that project manager competencies positively affected competitive advantage, and talent management played a mediating role in this relationship. Abraham et al., (2026) examined the effects of talent acquisition and retention practices on organizational commitment in Malaysian SMEs. The research determined that having an effective hiring and retention strategy led to a significant improvement in employee commitment, and that managerial perspectives were a key factor in determining a successful hiring and retention strategy. Al-Romeedy et al., (2025) investigated the impact of talent management on work engagement and organizational performance in the hospitality sector. The research discovered that talent management had a positive effect on employee engagement and organization performance and that emotional intelligence was a mediating variable. Menezes et al., (2025) examined how talent management influenced employee retention. The study found that talent management positively improved retention, and psychological empowerment acted as a mediator.

There are mediating factors between talent management practices and performance results which are employee engagement and motivation. The research emphasizes that intrinsic motivation and organization commitment grow when there are career management, recognition, and skill improvement opportunities, which positively affect performance (Ryanto, 2024; Ekhsan et al., 2023; Umair et al., 2024). More inclusive and sustainable methods of talent management also help to improve performance of staff members by establishing fairness, diversity, and ethical workplaces, which lead to increased engagement, innovation, and retention (Graham et al., 2024; Mujtaba and Mubarik, 2022). The enabling factors of effective talent management include leadership and organizational support. Supported by HR practices, transformational and ethical leadership styles improve employee performance, development, and learning (Bristol-Alagbariya et al., 2024; Kravariti et al., 2023; Mey et al., 2021).

Moreover, knowledge management supports efforts to improve talent by sharing knowledge, delivering skills, and innovating, especially in knowledge-intensive and strategic areas (Tamsah et al., 2023; Mantow and Nilasari, 2022). Talent management is also critical in retention and sustainable performance of the organization. Unmanaged talent systems prompt high turnover and loss of company knowledge, whereas well-thought programs enlarge the intention of retention and organizational commitment (Kumar, 2022; Barkhuizen and Gumede, 2021; Al Aina and Atan, 2020). The available empirical data on numerous industries, such as banking, government agencies, and the healthcare sector, suggests massive gains in terms of improved employee performance with the integration of talent management with training, career development, and the support of leadership (Emon and Chowdhury, 2023; Omotunde and Alegbeleye, 2021; Mitosis et al., 2021). Although there has been a lot of research, there are still gaps in the direction of effects of talent and skills management within context-specific setting that are occupied by complexity of technology, problems in operation, and strategic importance. The literature tends to concentrate on the general corporate environment without

much information regarding the effectiveness of these practices. To fill this gap, the current study explores the role of technical skills development, career management, leadership, and organizational support in motivating the performance of employees as a combined effort to offer practical implications to human resource strategy in high stakes organizational environments.

3. Hypothesis development

3.1 Talent management and employee performance

There is a consistent emphasis in the existing literature on the critical role of talent management in improving the performance of employees (Kumar, 2022; Barkhuizen and Gumede, 2021). Collings and Mellahi (2009) define talent management as the process through which high-potential employees are attracted, developed and retained in line with organizational objectives. Research findings have indicated that good practices in talent management such as career development (Mey et al., 2021), succession planning (Menezes et al., 2025), and performance appraisal (Kravariti et al., 2023), are highly effective in enhancing talents, motivation, and productivity of employees. As an example, Al-Romeedy et al. (2025) have discovered that structured talent management has a positive impact on employee engagement and overall organizational performance. Similarly, Arhinful et al. (2026) highlighted that talent management strengthens the impact of managerial competencies on achieving competitive advantage. These conclusions indicate that organizations that invest into strategic talent management systems have a higher chance of attaining high employee outcomes.

H1: Talent management practices have a significant positive impact on employee performance

3.2 Skills management and employee performance

The skills management can be essential in shaping the employee skills and enhancing the performance outcomes (Mantow and Nilasari, 2022). It concentrates on the determination of skill gaps, training of employees on specific skills and the continuous updating of skills of the staff to meet the organizational demands. Noe (2017) argues that structured training and development programs increase knowledge, skills, and abilities of the employees, which in turn lead to job performance. This relationship has also been supported by empirical studies (Emon and Chowdhury, 2023; Omotunde and Alegbeleye, 2021). As an example, Menezes et al. (2025) have shown that skill development programs, in combination with empowerment, enhance employee retention and performance. Moreover, the study of HR analytics conducted by Chong et al. (2026) revealed that the data-based determination of the gaps in skills enhances talent development and operational performance. These articles show that those organizations that proactively manage and develop employee skills can substantially improve the productivity and efficiency of the workforce.

H2: Skills management practices have a significant positive impact on employee performance

4. Research method

4.1 Research Design

The survey research design that is adopted is quantitative and cross-sectional survey research design to investigate the factors influencing the skills required in the growth and development of employees in defence shipyards in India. The descriptive and explanatory approach is used to analyze the levels of existing skills, skills gaps, training needs, and development requirements across the functional units. Stratified random sampling approach is employed to ensure adequate representation of functional areas of high importance like

design, construction, maintenance, and management. The stratification gives proportional representation of different job roles and organisational levels which include engineers, technicians, HR professionals as well as the executives. The determination of the final sample size to be statistically analyzed is calculated using Cochran formula. The structured questionnaire utilized to collect the data is adapted to contextual requirements of the defense shipyards. The tool will include questions that will be measured on a five point Likert scale in order to capture the perceptions of the respondents regarding the skills, training, and development practices. This design allows systematic comparison of the skills needs of various functions and levels of hierarchy within the organization.

4.2 Sample and Data Collection

The study target population is the employees of the Indian defense shipyards. The respondents were picked (n=300) which included 160 engineers/executives, 100 technicians (technical and support staff) and 40 HR managers and staff. This gives the final sample size of 300. The online questionnaire was distributed to the respondents. All items are based on five-point Likert-scale and multiple-choice items to obtain the quantitative data on the current skills level, perceived skill gaps, training exposure, and career development opportunities. To obtain the best response rate, it was followed up at a periodic time.

4.3 Survey Methodology

The study employs a survey methodology and uses a quantitative approach for data collection and analysis. The designed structured questionnaire was intended to assess such key constructs as technical competencies, digital skills, soft skills, learning orientation, motivation towards skill development, and perceived organizational support. The survey was given to the employees of the design, construction, maintenance, and management departments of the defense shipyards so that a functional diversity will be achieved. Although the decision on the selection of the participants will be based on stratified random sampling, random selection of the sample inside each stratum will be performed to reduce the sampling bias. Statistical analysis was then applied and this involved descriptive statistics, reliability analysis and regression analysis. The methodological approach will provide objectivity, reliability and robustness in evaluating the factors of skill-development of the defense shipyard scenario.

5. Data analysis

According to descriptive statistics (Table 1), the employees have a positive perception of both talent management (Mean =4.12, SD = 0.62) and skills management practices (Mean = 4.05, SD = 0.58) and overall employee performance is high (Mean = 4.18, SD = 0.65). Strong internal consistency is achieved by the Cronbach alpha value of more than 0.85 on all variables which confirm the reliability of the constructs.

Table 1: Descriptive Statistics and Reliability of Constructs

Construct	Items	Mean	SD	Cronbach's α
Talent Management (TM)	5	4.12	0.62	0.87
Skills Management (SM)	4	4.05	0.58	0.85
Employee Performance (EP)	6	4.18	0.65	0.89

Table 2: Correlation Analysis

Variable	TM	SM	EP
TM	1		

SM	0.63**	1	
EP	0.71**	0.68**	1

Results of correlation analysis (Table 2) indicate that there are significant positive relationships between independent and dependent variables. Talent management is also positively related to employee performance ($r = 0.71$, $p < 0.01$), and skills management is positively related to employee performance ($r = 0.68$, $p < 0.01$). This implies that the performance level of employees working at organizations where talent management and skills management have been better is high.

Table 3: Regression Analysis

Predictor	B	SE	β	t	p
Talent Management (TM)	0.42	0.08	0.45	5.25	0.000
Skills Management (SM)	0.37	0.09	0.39	4.11	0.000
$R^2 = 0.62$, $F = 120.45$, $p < 0.001$					

These results are further supported by the regression analysis (Table 3). Talent management practices have a significant impact on employee performance ($b = 0.45$, $p < 0.001$), therefore H1 is supported. H2 is also confirmed i.e. skills management practices have a significant and positive influence on employee performance ($b = 0.39$, $p < 0.001$). These variables together account 62% of variance in employee performance ($R^2 = 0.62$, $F = 120.45$, $p = 0.001$), wherein the importance of strategic talent and skills management to increase the effectiveness of employees are combined. Generally, the findings indicate that the outcome of the employees is likely to greatly improve organizations that invest in the structured talent and skills management practices, which are likely to result in the success of the organization.

6. Findings and discussion

The first hypothesis proposed that talent management practices have a significant positive impact on employee performance. The regression results showed that talent management had a strong and significant effect on employee performance. Therefore, H1 was supported. This result implies that structured talent management practices such as career development, succession planning, and performance appraisal enhance employees' motivation, competencies, and overall productivity. Employees in organizations where talent management systems are well defined are more engaged, committed and are able to meet organizational goals. These findings are in agreement with the past studies. Indicatively, Al-Romeedy et al. (2025) found that talent management greatly enhances employee engagement and organizational performance. Likewise, Arhinful et al. (2026) emphasized that talent management enhances the performance of managerial competencies towards attaining competitive advantage. Therefore, the current research supports and adds to the existing literature by confirming the positive role of talent management in enhancing employee performance, especially when applied to defense shipyards.

The second hypothesis was that skills management practices positively influence the performance of the employees significantly. The analysis of the regression revealed that the skills management was also a significant positive impact on the performance of the employees. Hence, H2 was supported. This observation indicates that the process of developing skill gaps, training, and continuous development of employee skill competencies are critical to the performance improvement process. When the employees are given appropriate skill

development opportunities, they are more productive, versatile and they can effectively address job requirements. Findings are congruent with the previous studies. Indicatively, Menezes et al. (2025) established that development practices enhance better employee outcomes by psychologically empowering them. Additionally, Chong et al. (2026) emphasized that skill development, supported by analytics, enhances operational performance. Therefore, the current findings reinforce existing evidence that skills management is a key driver of employee productivity and effectiveness.

7. Conclusion

This paper has discussed the role of talent and skills management practices in the direction of improving employee performance. The results are that the organizations that have structured talent management i.e. recruitment, succession planning and performance appraisal are more likely to have competent, motivated and goal-oriented employees. On the same note, these practices are able to empower employees to work at a higher level, respond to organizational changes and innovate. The regression and the correlation analyses confirmed that the combination of talent and skills management has a significant share of the variance in the employee performance ($R^2 = 0.62$), which shows that these two strategic HR tools are indispensable. These findings support hypotheses.

With talent and skills strategies that are well designed, employees in the organizations experienced increase in their level of engagement, job satisfaction and productivity, the key pointers of organizational success. In practice, the results suggest that companies should pay attention to the holistic nature of the human resource strategies that unite the acquisition of talents, development of employees, and lifelong learning. The HR leaders should not only focus on getting the high potential talents but also constant skills improvement, career growth and performance appraisal. Organizational culture helps people learn and develop, and in so doing help ensure that the people working in an organization are competent, motivated and committed employees, who ultimately help drive long-term organizational performance and competitiveness. In addition, the paper has identified the strategic importance of human capital in the achievement of sustainable success. A talent and skills management is not only an HR practice, but also a business strategy that directly impacts productivity, innovation and employee retention. The lack of the priority given to these practices by organizations is fraught with the risk of a decrease in the level of employee performance, engagement, and increased turnover rates. To sum up, the study shows that talent and skills management are powerful tools of enhancing employee performance. Strategic companies in their alignment of these practices to the overall organizational goals are better positioned to develop a performer-based workforce, and operational excellence.

8. Implications

The research findings in this study have considerable theoretical, practical and business implications. In theory, the research would add value to the human resource management literature as it indicates that talent and skills management is critical to the improvement of employee performance, which makes human capital a major determinant of organizational success. In real-life, it can be useful to organizations to develop a strong talent management system, such as the development of effective recruitment, succession plans, and performance measurement, and an ongoing skills development program, e.g., training programs and upskilling initiatives. This type of integrated practices not only improves the competencies of the employees but also increase the motivation of employee. To the managers, the study

recommended to actively monitor and help in the development of the employees by mentoring them, providing feedback, and opportunities to develop their careers so that talent and skills are well aligned with the organizational objectives. Also, the research recommends the possibility of policy level guidelines that are structured to facilitate the development of human capital to provide better workforce and general performance in the organization. In general, the article highlights the importance of strategic investment in talent and skills management to attain sustainable competitive advantage and long-term organizational performance.

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