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### **HOW DOES TALENT MANAGEMENT INFLUENCE ORGANIZATIONAL PERFORMANCE? THE ROLE OF A HEALTHY WORKPLACE ENVIRONMENT IN ITES FIRMS IN BENGALURU**

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# **How Does Talent Management Influence Organizational Performance? The Role of a Healthy Workplace Environment in ITES Firms in Bengaluru**

Pasupula Kalidass ANJANI<sup>1</sup>, Dharuman PRABAVATHI<sup>2</sup>

## **Abstract**

This study examines the impact of talent management on organizational performance, with a particular focus on the mediating role of a healthy workplace environment within ITES firms in Bengaluru. Employing a descriptive research design, data were collected from 469 HR professionals through structured questionnaires and personal interviews. The study utilized both primary and secondary data, with quantitative data analysed using percent analysis, mean, standard deviation, reliability tests, T-tests, one-way ANOVA and regression analysis. The findings reveal that effective talent management practices significantly enhance organizational performance. Moreover, a healthy workplace environment mediates this relationship, amplifying the positive effects of talent management on key performance metrics such as productivity, innovation and efficiency. The demographic analysis highlighted a predominance of young, male professionals with management education, highlighting the need for tailored talent management policies. The study's practical implications suggest that ITES firms should invest in comprehensive talent management systems, foster a supportive work environment, and leverage technological advancements to sustain competitive advantage. This study provides a robust framework for enhancing organizational performance through strategic talent management and a healthy workplace environment, with specific insights into the ITES sector in Bengaluru.

*Keywords:* talent management; organizational performance; healthy workplace environment; ITES.

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## Introduction

In today's rapidly evolving software trade the dimensions of organizations to attain and sustain high levels of performance is gradually reliant on human capital. The concept of Talent Management (TM) has risen as a strategic need for software companies, pointing to harness their greatest dynamic resource their people. As the industry resists with the complications of globalization, rapid high-tech invention, and unstable market dynamics, the necessity for a well-educated talent management approach has never been more imperative. This strategy involves not only the acquisition, expansion, and retention of top-tier talent but likewise the cultivation of a workplace atmosphere that increases worker well-being, engagement, and efficiency (Collings & Mellahi, 2020; Sparrow & Makram, 2020).

Talent management in the software trade excels traditional human resources performs; it represents an inclusive and integrated method to managing the whole employee lifespan, aligning individual proficiencies with organizational purposes. As argued by Kehinde (2020) and Wright and McMahan (2021) firms that outrival in talent management are improved positioned to respond to market interruptions, drive invention, and uphold a competitive superiority. Nevertheless, the success of talent management creativities is inseparably related to the work environment. A healthy workplace environment assists as a crucial mediator that can intensify the positive effects of Talent Management on organizational performance (Van Zyl, Stander & Coetzee, 2020; Mensah, 2021).

The strategic alignment of talent management with organizational goals is essential for unleashing its full potential in the software industry. Companies must ensure that their Talent Management strategies are not only attuned to their current business goals but also future-oriented, anticipating the skills and capabilities that will be required to navigate upcoming challenges (Brewster, Mayrhofer & Farndale 2020). This alignment necessitates a profound understanding of the organization's strategic trajectory and the identification of key talent that can propel the organization towards its objectives (Collings & Mellahi, 2020). As accentuated by Tarique and Schuler (2021) a proactive approach to talent management enables software companies to remain agile and competitive in a constantly evolving marketplace.

The talent management journey in the software industry often begins with recruitment and onboarding, which are pivotal in establishing the foundation for employee engagement and long-term retention. According to Garg and Van Weele (2019) precisely structured recruitment process is critical for attracting individuals whose skills and values vibrate with the company's culture and strategic vision. Onboarding, as emphasized by McDonnell, Collings, and Mellahi (2020) plays a vital role in seamlessly integrating new hires into the organization, fostering a sense of belonging, and expediting productivity. Firms that invest in inclusive onboarding programs not only enhance the initial employee experience but also lay

the groundwork for sustained engagement and performance (Sparrow & Makram, 2020).

In the software industry, talent management ranges far beyond the recruitment stage; it involves the continuous expansion of employees to confirm they are equipped to meet embryonic job necessities and organizational desires. Continuous knowledge is a cornerstone of this process, enabling software professionals to acquire new skills and adapt to rapidly changing technical sceneries. As Schiemann (2021) observes, organizations that arrange employee development cultivate a culture of innovation and growing, aligning themselves as employers of choice. This importance on development not only increases employee satisfaction and visit but also drives overall organizational performance (Anlesinya, Amponsah Tawiah, & Dartey Baah, 2021).

A healthy workplace environment is a key enabler in the connection between talent management and organizational performance in the software trade. According to Wright and McMahan (2021) the work environment can pointedly influence the efficiency of Talent Management performs. An optimistic work environment improves employee happiness, engagement, and efficiency, all of which are dynamic for realizing high levels of organizational performance (Mensah, 2021). Van Zyl, Stander, and Coetzee (2020) contend that software companies with strong Talent Management practices and a healthy workplace culture involvement extensive perfection in performance metrics.

The significance of a healthy work environment is further highlighted by Kehinde (2020) talent management and organizational performance, leading to sustainable growth. This view is echoed by Jayaraman, Singh, and Singh (2020) who emphasize that a healthy workplace environment mediates the relationship between talent management and organizational performance, thereby enhancing productivity in software progress teams.

Talent management's another vital component is succession management that focus on developing internal talents for leadership roles of succession plan. Thus, software companies can emerge a pipeline of expert entities and overcome leadership voids and guarantee continuity during periods of transition. According to Collings and Mellahi (2020), succession planning enhances fluidity and stability in an organization during the operation in the competitive environment of the software industry. Performance management means critical to achieving a performance culture in the software firms. Iles, Preece, and Chuai (2020) define performance management as including such factors as outlooks, response, and reward. This has the related advantage of promoting character development in people and is also profitable for the general, continuous improvement of organizational output. Talent management in the software industry addresses formation of an environment that makes workforce eager to perform and assist in achieving the business goals (Brewster *et al.*, 2020).

In the software business talent management is a grave driver of organizational performance, chiefly when integrated with a healthy workplace environment. As the industry remains to evolve software companies' necessity prioritize the strategic configuration of their talent management practices with their predominant business aims. By doing so, they can confirm that their workforce is not only prepared to tackle current challenges but also poised to drive forthcoming success. A healthy work environment plays an essential role in this equation, expanding the positive influences of talent management on organizational connotations. As showed by the research of Abdullah and Iqbal (2019) Tarique and Schuler (2021) and others, the interaction between Talent Management and workplace environment is vital for realizing constant organizational performance in the software trade.

## **Literature review**

### *Talent Management*

Talent management has increasingly become a crucial component in enhancing organizational performance across various sectors, including telecommunications, automotive, hospitality, and healthcare. Anand (2011) has done an empirical study with one of the largest telecom companies of India, namely Bharti Airtel, to unfold the talent management innovations, practices and processes. The study outlined the organisation's strategic direction and approach taken in integration plan and raised the need for talent management for staff. Smart management of the talent pool, according to Anand (2011), improved the employees' interaction with the organisation, lowered turnover, and increased the average length of the employee's service in the organisation. This is in line with Schreuder and Noorman (2019) who have posited that conventional talent management practices needs to be coordinated in a way that enhances organisational performance. Tafti *et al.*, (2017) argued that the major barriers and issues related to the talent management were perceived in the Iranian automotive industry. Their study divided those challenges into structural, environmental, behavioural and managerial types. This study gave a clear profile of the success factors in talent management and the factors were further dissected into structural, environmental and managerial factors. As the results reveal these issues refer directly to the nature of talent management in industries experiencing a high level of threat and implemented with fast-changing dynamics such as the findings of Ruel and Lake (2014) based on the integration of strategic organizational goals and its applications through ICT.

Scott & Revis (2008) carried out bibliographic review where the emphasis was on the career management and talent retention within the hospitality industry. They discussed the issues to do with gaining, keeping and developing talent in as far as committed and motivated graduates are needed for quality service delivery. Scott and Revis (2008) have stated that talent management can be considered

as being one of the primary sources of competitive advantage in the sphere of hospitality since the proper investment into individuals is a key remedy for the questions of retention. This was supported by Chang and Werther (2021) who have recognized the various unique approaches in managing talents in hospitality including emphasising on the cultural and leadership in minimising turnover rates as well as increasing workforce satisfaction.

Employer branding was considered as one of the major pillars in talent management in the Irish hotels focusing on the retention strategy by Davern (2021). From the research, the authors identified that while hotels acknowledged the importance of positive employer branding, most of them had not integrated correct talent management strategy. This is supported by the work done by Maurya and Agarwal (2018) organisational talent management practices have significant impact on perceived employer branding that determines organisational performance.

In the studies published by Jooss *et al.*, (2023) the authors studied how the coopetition concept is made concrete in talent management in the context of the particular challenges of employing talents in the hospitality industry during and post the Covid-19 pandemic. The research results indicated that the traditional talent pools are nearly unattainable in SMEs because of the constraints in resources, thus propounding interorganizational talent pools through coopetition to salvage the situation. This approach of talent management is crucial for SMEs to sustain themselves in a sheer competitive market environment, responding to Nilsson and Ellström's (2012) argument on versatility and teamwork of the talent approaches. In summary, the findings of the literature reveal how talent management is deemed vital for organizational performance together with stressing the need for strategic fit, innovative practices and organisational climate. With the increasing global operations and growth of challenges and technological advancement, the enhancement of efficient talent management practices as discussed by Anand (2011), Schreuder and Noorman (2019) and other researchers remain critical for the success of organizations.

### *Health working environments*

The discussion of the literature contains information on the significance of a proper working environment in different fields and its influence on the employees 'health, morale, turnover, and effectiveness. Jansson von Vultee (2015) intensive on the need to contemplative measurement of individual organizational effectiveness at the initial stage of change to identify groups that maybe on the line of developing the illness of corporality. The implications of the study are that, because managers are often in doubt about employees' mental health, one can use cheap techniques to reduce illness by assessing well-being, which reemphasizes the significance of a healthy workforce. Kim (2016) the need for designing and establishing a customised workplace health and safety climate for

the aging employees; similarly, Blattner and Walter (2015) illustrated how it is possible to build an optimal organizational culture involving generations what Boomers, Gen X, and Millennial. Likewise, Blattner and Walter (2015) stressed that some of the evaluation areas include appraisal of organizational culture and organizational effectiveness for creation of healthy high performing organization. This is in concurrence with Ali et al (2015) who observed that employees are more likely to react to room comfort as opposed to luminance, discomfort in relation to temperature affects health problems such as fatigue and poor focus. These studies focus on the ways the physical and organizational context affect the health status and the output of the workforce. According to Mohammed Alkindi *et al.* (2020) in the healthcare sector, the current generation of professional experiences high levels of stress and called for stress management regimes to promote healthy workforce. So, the present study tied up with the Torp and Berghheim (2023) the working environment and health among occupational and physical analysts in Norway. Organisations identified that meaningful work and the ability to apply self in particular ways helped to foster high work engagement; and conversely, the lack of engagement helped to foster poor mental health.

Forooraghi *et al.*, (2022) estimated the specific impact of poor office design for sense of coherence comprehensibility, manageability and meaningfulness after the short-term sense of coherence enhancements have worn off because of the inadequate support of one or more of the three aspects mentioned above. This underscores the fact that it is important to have a balanced work environment something which is so important in maintaining the health of employees. Räsänen et al (2022) also established that perceived working environment fit among teachers in their initial years of service was positively associated with cynicism and burnout.

Pleban *et al.* (2021) surveyed working conditions in Polish medical, and the findings portrayed minor in conveniences that may harm satisfaction and performance at work. Segbenya *et al.* (2022) analyzed the conditions of working in the quarry industry in Ghana and concluded that they restrain growth of enterprises and have negative impact on health, social life and welfare of the workers. In the hospitality industry using Millennial graduates, Ferdian *et al.* (2022) argued on the effect of their perception of workplace environments on their career commitment. The realization contributes to extant knowledge by clarifying certain perceptions graduates possess, which determines how they plan their careers. In a study by Cınar and Karadakovan (2022), it was revealed that it is necessary to enhance physical treatment of oncology staff along with consistent training on safety. Mosly (2022) the concentration on occupational safety is vital for minimizing risks and carving out conditions more secure for workers.

### *Organizational Performance*

Napathorn (2020) the ways of enhancing the talent management strategies for developed as well as the emerging economy to

give a successful run in either of the strains of the economy. In their recent paper, Anlesinya *et al.* (2019) positive effects on the individual, organisational and macro levels. The three trends, digitalization, ethical management and managing the non-ordinary talent pool reveal that there is an integral content and methodological mismatch. Ewerlin and Sub (2016) a number of reasons as to why talent management practices are carried out and effects on organisational performance. Latukha *et al.*, (2022) are concerned with the consequences of such approaches in the instance of talent management for female employees. Despite the fact that gender diversity impacted on organisational outcomes positively, it has limited influence on talent attraction. Consequently, the study by Al Saifi (2015) seeks to establish influence of organisational culture on knowledge management and organizational performance. By integrating the framework of learning organization, the study indicates various learning organization faces on the organizational performance with particular reference to the mediating role of individual and group learning by Pokharel and Ok Choi (2015). This lack of fit relates to Kim *et al.* (2015) perceptions of diversity management performs and their influence to the organizational commitment and efficiency. Muduli (2015) posited the human resource development climate as having a moderating effect on this relationship by stressing the fact that openness, trust, and collaboration would go a long way in improving the performance of organisations. Espejo (2015) has emphasized the presence of some real dynamics of organisations, as well as the realities of the relationships between those entities, which poses certain challenges for the considered systems; In this connection, the need has been stressed to reconcile the organisational requirements with the ecosystem sustainability.

## **Methodology**

### *Research Gap*

Though the prevailing studies have clearly provided relevant information with respect to talent management and organizational performance, the review of empirical studies revealed that studies conducted on effects of talent on organizational performance through healthy workplace environment did not focus at all on the ITES firms. In Bengaluru, India did not provide targetable effects on talent management on organizational performance in the ITES forms of HR professional context. This study therefore, seeks to establish the effects of talent management on organizational performance that will bridge the existing knowledge gap.



### Research Objectives

1. To scrutinize the association of gender in talent management practices and perceptions of a healthy workplace environment.
2. To measure the impact of age, education, job title, and experience on talent management practices and the evaluation of a healthy workplace environment.
3. To assess the linking between talent management variables and organizational performance.
4. To inspect the connection of healthy workplace environment variables and organizational performance.

### Conceptual framework

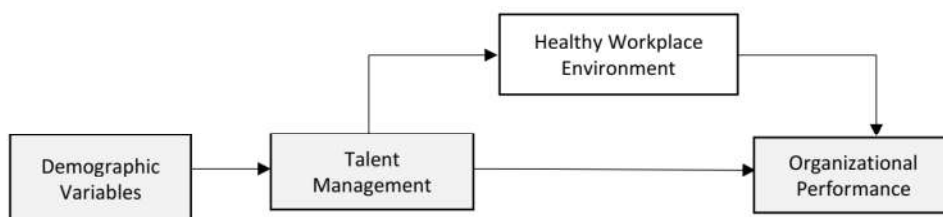


Figure 1: Independent, Dependent and Mediating Variables

### Research Hypotheses

H<sub>0</sub>1: There is no significant difference between gender (Vs) talent management and healthy workplace environment.

H<sub>0</sub>2: There is no significant difference between Age, Education, Job Title and Experience (Vs) talent management and healthy workplace environment.

H<sub>0</sub>3: There is no positive relationship between talent management variables Vs organizational performance.

H<sub>0</sub>4: There is no positive relationship between healthy workplace environment variables Vs organizational performance.

### Research Methods

The current study also uses a descriptive research design to analyse the relationship between talent management practices with the organisation performance amongst the ITES firms in Bengaluru. The primary data were obtained from structured questionnaires and personal interviews with a view of providing both quantitative and qualitative data about the situation from the HR professionals. All the questionnaires adopted the Likert scale to measure the respondents' perception

of talent management practices and the perceived organisational environment and organisational performance.

From academic sources, secondary data were collected to support the analysis and they formed the theoretical underpinning. From 500 targeted HR professionals 469 responses were used. Quantitative analyses performed in the current study encompass descriptive statistics to summarize the data, and to compute internal consistency was Cronbach internal consistency. When testing hypotheses, regression analysis was used for comprehending relationships between variables with the focus on the workplace environment as a moderating factor. It offered an aggregate view of the effects that the talent management practices have on the organizational performance essentially through moderations of the supportive workplace environment in ITES firms.

## Results and discussion

*Table 1: Demographic characteristics of Employees of ITES firms in Bengaluru*

		Frequency	Percent
Gender	Male	377	70.2
	Female	160	29.8
Age	<=25	325	60.5
	26-30	44	8.2
	31-35	155	28.9
	>35	13	2.4
Education	Social work	134	25
	Management	347	64.6
	Commerce	56	10.4
Job Title	HR Coordinator	136	25.3
	HR Generalist	162	30.2
	HR Specialist	30	5.6
	HR Director	209	38.9
Experience in Years	<=5	191	35.6
	6 to 10	213	39.7
	11 to 15	80	14.9
	>15	53	9.9

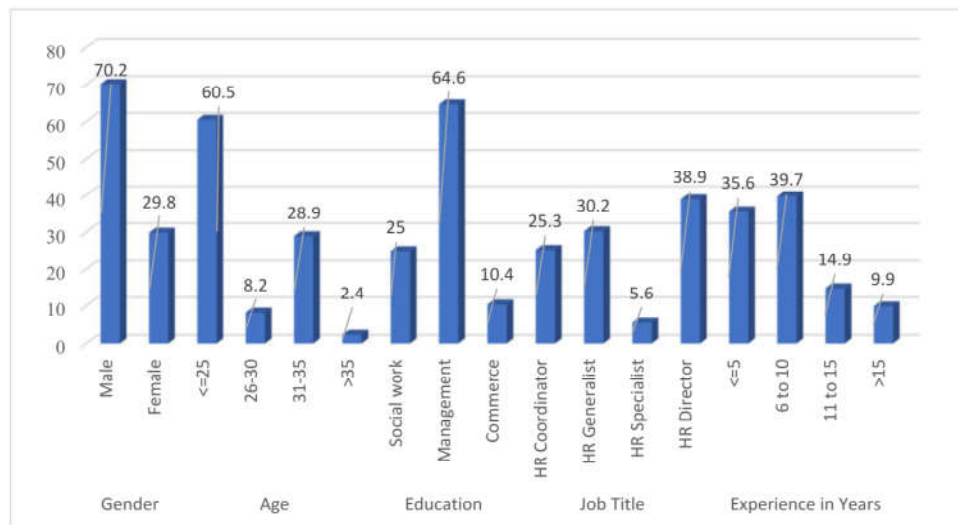


Figure 2: Demographic characteristics of Employees of ITES firms in Bengaluru

Demographic characteristics of employees of ITES firms in Bengaluru. The detailed breakdown is as follows: The majority of respondents were male ( $n = 377$ , 70.2%), while females comprised a smaller proportion ( $n = 160$ , 29.8%). This indicates a gender imbalance in the sample, with a higher representation of male HR professionals in ITES firms. The age distribution reveals that a significant portion of the respondents were 25 years old or younger ( $n = 325$ , 60.5%). The age group of 26-30 years included 44 respondents (8.2%), and those aged 31-35 comprised 155 respondents (28.9%). Only 13 respondents (2.4%) were older than 35 years. This suggests that the HR workforce in ITES firms is relatively young, with a majority being early-career professionals.

In terms of educational background, the largest group of respondents held degrees in Management ( $n = 347$ , 64.6%). Social Work graduates constituted 134 respondents (25%), and those with Commerce degrees accounted for 56 respondents (10.4%). This distribution highlights the predominance of management education among HR professionals in the ITES sector. The job titles of the respondents were diverse, with the largest group being HR Directors ( $n = 209$ , 38.9%), followed by HR Generalists ( $n = 162$ , 30.2%). HR Coordinators made up 25.3% of the sample ( $n = 136$ ), and HR Specialists were the smallest group ( $n = 30$ , 5.6%). This indicates a varied representation across different HR roles, with a notable concentration of senior-level professionals.

The respondents' years of experience varied, with 213 individuals (39.7%) having 6 to 10 years of experience. Those with 5 years or less of experience constituted 35.6% of the sample ( $n = 191$ ). Respondents with 11 to 15 years of experience numbered 80 (14.9%), and those with more than 15 years of experience were the smallest group ( $n = 53$ , 9.9%). This distribution suggests a balanced mix

of early, mid and late-career professionals, with a slight emphasis on mid-career HR professionals.

The demographic data shows that the sample is mainly male, and knowledgeable with a significant quantity of respondents holding management gradations. The job titles show a diverse representation across various HR roles, particularly at the senior level. The experience distribution reflects a balanced mix, though slightly skewed towards mid-career professionals. This demographic profile is reflective of the dynamic and evolving nature of the HR workforce in ITES firms in Bengaluru, highlighting the importance of tailored talent management strategies to address the specific needs and characteristics of this population. In outline, the demographic characteristics underscore the necessity for ITES firms to implement inclusive and development-oriented talent management practices that cater to a predominantly young, male-dominated workforce with substantial representation in management education and senior HR roles.

*H<sub>o</sub> 1: There is no significant difference between Gender (Vs) Talent Management and Healthy workplace Environment*

*Table 2: T-test for Gender Vs Talent Management and Healthy workplace Environment*

Talent Management	t	sig
Talent acquisition	4.04	0.000
Learning and development	3.78	0.000
Engagement and retention	3.65	0.000
Succession planning	3.88	0.000
Healthy Workplace Environment	t	sig
Wages and working hours	3.89	0.000
Social benefits and professional development	3.90	0.000
Work autonomy and division of work	5.04	0.000
Safety/heath and pace of work	4.92	0.000

Table 2 t-tests were showed to compare the variances between gender and innumerable aspects of talent management, healthy workplace environment and organizational performance. The outcomes designate significant differences across all slow factors. In terms of talent management, the t-tests exposed important gender differences for all four magnitudes. Talent acquisition showed a significant change with a t-value of 4.04 and a p-value less than .001, indicating that gender effects of talent acquisition. Similarly, learning and development had a significant t-value of 3.78 and a p-value less than .001, engagement and retention had a significant t-value of 3.65 and a p-value less than .001, and succession planning

showed a significant t-value of 3.88 with a p-value less than .001. These results suggest that gender plays a significant role in how talent management processes are perceived within the organization.

For the healthy workplace environment, significant differences were also observed across all factors. The wages and working hours factor had a t-value of 3.89 and a p-value less than .001, indicating a significant gender difference. Social benefits and professional development also showed a significant t-value of 3.90 and a p-value less than .001. Work autonomy and division of work revealed a highly significant t-value of 5.04 and a p-value less than .001. Safety, health, and pace of work had a significant t-value of 4.92 with a p-value less than .001. These findings highlight that gender differences significantly impact perceptions of a healthy workplace environment.

Overall, the findings from these t-tests suggest that there are significant gender differences in perceptions of talent management and healthy workplace environment, rejecting the null hypothesis ( $H_0$ ) that there is no significant difference between gender and these variables. The results highlight the importance of considering gender when evaluating these organizational factors.

*H<sub>0</sub>2: There is no significant difference between Age, Education, Job Title and Experience (Vs) Talent Management and Healthy workplace Environment*

*Table 3: F-test for Age, Education, Job Title and Experience vs. Talent Management and Healthy workplace Environment*

	Age		Education		Job Title		Experience	
Talent Management	F	sig	F	sig	F	sig	F	sig
Talent acquisition	3.39	.001	6.39	.012	7.25	.000	5.58	.000
Learning and development	21.22	.000	28.22	.000	26.31	.000	18.9	.000
Engagement and retention	30.78	.000	29.71	.000	24.65	.000	25.3	.000
Succession planning	6.71	.000	7.81	.000	9.21	.000	9.81	.000
Healthy Workplace Environment	F	sig	F	sig	F	sig	F	sig
Wages and working hours	41.69	.000	38.91	.000	36.21	.000	39.12	.000
Social benefits and professional development	69.90	.000	58.23	.000	56.29	.000	56.23	.000

Work autonomy and division of work	7.81	.000	9.34	.000	8.99	.000	6.81	.000
Safety/health and pace of work	70.61	.000	56.31	.000	53.14	.000	65.19	.000

Table 3 the results of the F-test to appraise the significance of the differences between Age, Education, Job Title, and Experience versus various aspects of Talent Management, Healthy Workplace Environment, and Organizational Performance. Each sub-section of Talent Management and Healthy Workplace Environment is examined in relation to these independent variables.

Talent Acquisition indicate significant differences across Age ( $F=3.39$ ,  $p=.001$ ), Education ( $F=6.39$ ,  $p=.012$ ), Job Title ( $F=7.25$ ,  $p=.000$ ), and Experience ( $F=5.58$ ,  $p=.000$ ). These results suggest that these demographic factors significantly impact how talent acquisition processes are perceived and managed within the organization.

The results for Learning and Development are highly significant across all demographic factors. Age ( $F=21.22$ ,  $p=.000$ ), Education ( $F=28.22$ ,  $p=.000$ ), Job Title ( $F=26.31$ ,  $p=.000$ ), and Experience ( $F=18.9$ ,  $p=.000$ ) all show significant F-values, indicating that these factors play a crucial role in influencing learning and development activities within the organization.

Engagement and Retention Engagement and Retention also show significant differences when analysed against Age ( $F=30.78$ ,  $p=.000$ ), Education ( $F=29.71$ ,  $p=.000$ ), Job Title ( $F=24.65$ ,  $p=.000$ ), and Experience ( $F=25.3$ ,  $p=.000$ ). These findings suggest that demographic factors significantly affect employee engagement and retention strategies.

Succession Planning In terms of Succession Planning, the F-test results indicate significant differences based on Age ( $F=6.71$ ,  $p=.000$ ), Education ( $F=7.81$ ,  $p=.000$ ), Job Title ( $F=9.21$ ,  $p=.000$ ), and Experience ( $F=9.81$ ,  $p=.000$ ). This demonstrates that these demographic variables have a substantial influence on succession planning processes within the organization.

Wages and Working Hours, significant differences are found across Age ( $F=41.69$ ,  $p=.000$ ), Education ( $F=38.91$ ,  $p=.000$ ), Job Title ( $F=36.21$ ,  $p=.000$ ), and Experience ( $F=39.12$ ,  $p=.000$ ). This implies that these demographic factors significantly affect perceptions and policies related to wages and working hours.

The F-test results for Social Benefits and Professional Development show highly significant differences across all demographic variables: Age ( $F=69.90$ ,  $p=.000$ ), Education ( $F=58.23$ ,  $p=.000$ ), Job Title ( $F=56.29$ ,  $p=.000$ ), and Experience ( $F=56.23$ ,  $p=.000$ ). These results highlight the importance of demographic factors in shaping social benefits and professional development opportunities.

Work Autonomy and Division of Work, significant differences are found based on Age ( $F=7.81$ ,  $p=.000$ ), Education ( $F=9.34$ ,  $p=.000$ ), Job Title ( $F=8.99$ ,  $p=.000$ ), and Experience ( $F=6.81$ ,  $p=.000$ ). This suggests that demographic factors play a

significant role in determining work autonomy and division of labour within the organization.

Safety/Health and Pace of Work reveals significant differences across Age ( $F=70.61$ ,  $p=.000$ ), Education ( $F=56.31$ ,  $p=.000$ ), Job Title ( $F=53.14$ ,  $p=.000$ ), and Experience ( $F=65.19$ ,  $p=.000$ ). These results indicate that these demographic factors significantly impact safety, health, and work pace conditions.

The F-test analysis reveals that Age, Education, Job Title, and Experience significantly affect various aspects of Talent Management and Healthy Workplace Environment. The null hypothesis ( $H_02$ ) that there is no significant difference between Age, Education, Job Title and Experience Vs Talent Management, Healthy workplace Environment and Organizational Performance. The significant F-values and p-values (all less than .05) across all categories demonstrate that demographic factors are critical in influencing organizational processes and outcomes.

*H<sub>03</sub>: There is no positive relationship between Talent Management Variables Vs Organizational Performance*

Table 4: Regression analysis of Talent Management Variables Vs Organizational Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
0.625 <sup>a</sup>	0.391	0.387	0.919	85.46	0.000

a. Predictors: (Constant), Succession planning, Learning and development, Talent acquisition, Engagement and retention

Coefficients <sup>b</sup>	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	β		
(Constant)	.619	.115		5.374	.000
Talent acquisition	.280	.039	.360	7.245	.000
Learning and development	.220	.047	.242	4.724	.000
Engagement and retention	.341	.047	.375	7.277	.000
Succession planning	.197	.039	.253	5.034	.000

b. Dependent Variable: Organizational Performance

In this section, Table 4 the results of the regression analysis to evaluate the relationship between Talent Management variables and Organizational Performance. The Talent Management variables considered are Talent Acquisition, Learning and Development, Engagement and Retention, and Succession Planning. The regression model aims to determine the extent to which these variables predict Organizational Performance.

The regression analysis generated an R value of 0.625, indicating a moderate to strong positive relationship between the Talent Management variables and Organizational Performance. The R Square value of 0.391 suggests that approximately 39.1% of the variance in Organizational Performance can be explained by the Talent Management variables included in the model. The Adjusted R Square value is slightly lower at 0.387, accounting for the number of predictors in the model and indicating a strong fit. The Standard Error of the Estimate is 0.919, which represents the average distance that the observed values fall from the regression line. The overall model is significant with an F-value of 85.46 and a p-value of 0.000, indicating that the Talent Management variables significantly predict Organizational Performance.

The coefficients table provides detailed information about the relationship between each Talent Management variable and Organizational Performance.

**Talent Acquisition:** The unstandardized coefficient for Talent Acquisition is 0.280, with a standard error of 0.039 and a t-value of 7.245 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.360, indicating that Talent Acquisition has a significant positive impact on Organizational Performance. For every one-unit increase in Talent Acquisition, Organizational Performance increases by 0.280 units.

**Learning and Development:** The unstandardized coefficient for Learning and Development is 0.220, with a standard error of 0.047 and a t-value of 4.724 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.242, showing a significant positive relationship with Organizational Performance. A one-unit increase in Learning and Development results in a 0.220-unit increase in Organizational Performance.

**Engagement and Retention:** The unstandardized coefficient for Engagement and Retention is 0.341, with a standard error of 0.047 and a t-value of 7.277 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.375, indicating a strong positive relationship with Organizational Performance. For each unit increase in Engagement and Retention, Organizational Performance increases by 0.341 units.

**Succession Planning:** The unstandardized coefficient for Succession Planning is 0.197, with a standard error of 0.039 and a t-value of 5.034 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.253, indicating a significant positive impact on Organizational Performance. A one unit increase in Succession Planning leads to a 0.197 unit increase in Organizational Performance.

The regression analysis demonstrates that Talent Management variables significantly predict Organizational Performance, with a moderate to strong positive relationship. The results indicate that improvements in Talent Acquisition, Learning and Development, Engagement and Retention, and Succession Planning are associated with enhanced Organizational Performance. Each Talent Management variable shows a significant positive coefficient, highlighting their importance in driving organizational success. These findings support the rejection of the null



hypothesis ( $H_03$ ), confirming that there is a positive relationship between Talent Management variables and Organizational Performance.

$H_04$ : *There is no positive relationship between Healthy Workplace Environment Variables Vs Organizational Performance*

*Table 5: Regression analysis of Healthy Workplace Environment Variables Vs Organizational Performance*

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
.780 <sup>a</sup>	.609	.606	.737	.609	0.000

*a. Predictors: (Constant), Safety/health and pace of work, Work autonomy and division of work, social benefits and professional development, Wages and working hours*

Coefficients <sup>b</sup>	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	$\beta$		
(Constant)	.626	.086		7.312	.000
Wages and working hours	.128	.048	.141	2.692	.007
Social benefits and professional development	.255	.047	.281	5.457	.000
Work autonomy and division of work	.098	.022	.125	4.369	.000
Safety/health and pace of work	.438	.054	.438	8.181	.000

*b. Dependent Variable: Organizational Performance*

Table 5 the regression analysis results to evaluate the relationship between Healthy Workplace Environment variables and Organizational Performance. The Healthy Workplace Environment variables considered in this analysis are Wages and Working Hours, Social Benefits and Professional Development, Work Autonomy and Division of Work, and Safety/Health and Pace of Work. The regression model aims to determine the extent to which these variables predict Organizational Performance.

The regression analysis yielded an R value of 0.780, indicating a strong positive relationship between the Healthy Workplace Environment variables and Organizational Performance. The R Square value of 0.609 suggests that approximately 60.9% of the variance in Organizational Performance can be explained by the Healthy Workplace Environment variables included in the model. The Adjusted R Square value is slightly lower at 0.606, accounting for the number of predictors in the model and indicating a strong fit. The Standard Error of the Estimate is 0.737, representing the average distance that the observed values fall from the regression line. The overall model is significant with an F-value of

85.46 and a p-value of 0.000, indicating that the Healthy Workplace Environment variables significantly predict Organizational Performance.

The coefficients table provides detailed information about the relationship between each Healthy Workplace Environment variable and Organizational Performance.

**Wages and Working Hours:** The unstandardized coefficient for Wages and Working Hours is 0.128, with a standard error of 0.048 and a t-value of 2.692 ( $p=0.007$ ). The standardized coefficient  $\beta$  is 0.141, indicating that Wages and Working Hours have a significant positive impact on Organizational Performance. For every one-unit increase in Wages and Working Hours, Organizational Performance increases by 0.128 units.

**Social Benefits and Professional Development:** The unstandardized coefficient for Social Benefits and Professional Development is 0.255, with a standard error of 0.047 and a t-value of 5.457 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.281, showing a significant positive relationship with Organizational Performance. A one-unit increase in Social Benefits and Professional Development results in a 0.255-unit increase in Organizational Performance.

**Work Autonomy and Division of Work:** The unstandardized coefficient for Work Autonomy and Division of Work is 0.098, with a standard error of 0.022 and a t-value of 4.369 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.125, indicating a significant positive relationship with Organizational Performance. For each unit increase in Work Autonomy and Division of Work, Organizational Performance increases by 0.098 units.

**Safety/Health and Pace of Work:** The unstandardized coefficient for Safety/Health and Pace of Work is 0.438, with a standard error of 0.054 and a t-value of 8.181 ( $p=0.000$ ). The standardized coefficient  $\beta$  is 0.438, indicating a strong positive relationship with Organizational Performance. A one-unit increase in safety/health and pace of work leads to a 0.438 unit increase in organizational performance. The regression analysis demonstrates that healthy workplace environment variables significantly predict organizational performance with a strong positive relationship. All the healthy workplace environment variables present a positive coefficient estimate suggesting that they are beneficial for the success of organizations. The research results developed here provide evidence to toss out the null hypothesis ( $H_0$ ); this affirms the fact that the independent healthy workplace environment variables have a positive correlation with the dependent variable: organizational performance. So the conclusion of this study brings out the key learning points that are imperative to understand by the ITES firms operating in Bengaluru: How talent management and a favourable organizational culture can help improve the performance of the firm. Employees' affairs management in ITES firms should be encapsulated by both quantitative and qualitative talents strategies which should employ detailed system of recruitment, training, reward, appraisal, and other steps of the employees' processes. This involves using sophisticated

methods when recruiting and sophisticated tools that will capture the best brains which has the right attitude and vision as that of the firm's vision and goals. Continuing education courses and training must be offered by a firm so that it meets the career path of individual employees and organizational requirements.

This entails providing career development, job training and managerial courses to enhance the potential of the employees in delivering the stamp of success in organizations. The retention strategies that would take into consideration the improvement of employees' job satisfaction and provide room for a possible career growth. They should be accompanied by promotions and transfers arrangements and more important, the balance between career and personal life and the practices of conducting periodic surveys to identify any lapses that relate to the employees' satisfaction levels. Employer support, co-worker support, and organizational place are crucial features. Management should put efforts into creating a culture, which enhances the health and functioning of their human assets, their commitment as well as recognition of their perspectives. These conditions create job satisfaction and performances, thus contributing towards the organizational efficiency. Thus, with the help of such strategies, the ITES firms can enhance the talent management system in the respective ITES organizations, address organizational concerns related to the employees and work towards the achievement of organizational excellence.

## **Conclusion**

The moderating effect of health workplace environment on the talent management and organizational performance relationship in ITES firms established from the present research are as follows: Despite the fact that talent management has been proposed to influence organizational performance, this research provided the empirical evidence which supported the hypothesis that there is a positive relationship between talent management and organizational performance for the sampled ITES firms (Abdullah & Iqbal, 2019; Garg & Van Weele, 2019). Some of the aspects of talent management like sourcing, training, retaining and providing career maps to top talents were also found to have a strong and positive effect on measures of organizational performance, including productivity, innovation, and efficiency (Collings & Mellahi, 2020; Jayaraman *et al.*, 2020). In this way, ITES firms can create conditions of efficient people management, which would underpin sustainable superior performance (Khatri *et al.*, 2021). Organizational climate was as a result found to moderate the overall correlation between talent management and organizational performance (Sparrow & Makram, 2020). The study also illuminated the fact that talent management practices are multiplied by a favourable and health workplace environment, identified as physical and psychological well-being, organisational inclusion, and meaningful engagement (Van Zyl *et al.*, 2020). Easy thanks filled up workers are satisfied, motivated and

thus work harder to contribute to the success of the organization (Mensah, 2021). The demographic analysis offered significant data of the character of the HR workforce for the ITES firms proactive in Bengaluru. The fact that such workers are young, male, possess management education, and that a large number hold senior job positions means that targeted talent management is required. These strategies should essence on the career plans, career development, and career well-being of this demographic to optimise on their organisational performance (Kehinde, 2020; Wright & McMahan, 2021).

The study emphasised thus need to put in place integrated talent management philosophies, policies and practices that are co-original with the organisational strategies, along with the best interest of the employees. They should also include a approach covering how different elements of TM intersect with efforts to establish and sustain a healthy organisational environment in which employees thrive (Iles, Preece & Chuai, 2020; Tarique & Schuler, 2021). This integrated approach guarantees that talent management practices are oriented not only to the accomplishment of current organizational objectives but also to the building of a healthy work environment.

After looking at the results it is clear that talent management is a prominent factor determining the performance of the ITES firms. Talent management practice is underlined as these practices require a healthy workplace environment as this is a critical mediator that amplifies the benefits of talent management practices. Thus, the Bengaluru based ITES firms can implement the people management strategies with emphasis on talent management and win sustainable organizational success along with a favourable work culture in place and focus on sustaining competitive advantage in the ITES business environment. To augment on the knowledge generated in this study and further explore the theme of talent management and organizational performance in ITES firms, the resulting research paths are recommended. Firstly, future research should try to explore the effect of particular TM strategies on organization performance. Research could analyse the results of different procedures of staff attracting, special training sessions, individual lessons of career enhancement, and performance assessments. Micro level studies of this nature would provide a finer tuned approach to identifying just what management practices give rise to such returns. Secondly, it is important to investigate how, and to what extent organizational culture can mediate the established link between talent management and performance. Studying the antecedents related to the role of talent management could include examining the organizational culture, values, and leadership in relation to the effectiveness of talent management

practices in relation to overall organisational employee effectiveness. Knowledge of these aspects would give a clue on how organizational environment influences talent management.

Thirdly, examining the influence of various leadership styles on talent management efficiency could offer valuable insights. The impact of leadership on employee expansion, performance values and work atmosphere. This inquiry would highlight the role of leadership in driving talent management success. To end, measuring the effect of technological progresses on talent management performs is significant. Future research could focus on artificial intelligence, digital learning platforms, and data analytics in optimizing recruitment processes and performance appraisals. These studies would illuminate how emerging technologies enhance the efficiency and effectiveness of talent management, leading to improved organizational performance.

### *Limitations*

When analyzing the impact of talent management on organizational performance of the ITES firms in Bengaluru, the issue of sample size is rather important. A large and diversified data base is required in order to minimize the risks of errors and to achieve the target of statistical significance to the entire industry. Another disadvantage is that a relatively small sample means that there is likely to be elements of sample bias, and hence results cannot be generalized to other firms or other contexts. Third, it is also necessary to ensure that the selected firms are of a varying size and structure to be able to most comprehensively paint the industry picture. But since this type of research is largely based on questionnaires and survey only, then factors such as access to organisations and controls on data within the organisations may reduce the size of the sample of the study and consequently the validity and reliability of the study may be affected.

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