

## Impact Of Talent Management Practices On Employee Performance In Advertising Firms With Special Reference To Trivandrum City

**Archana. H**

Research Scholar (Reg: 21113091012003) P.G and Research Department of Commerce, Muslim Arts College, Thiruvithancode, Affiliated to Manonmaniam Sundaranar University, Abhishekapatti, Thirunelveli, Tamilnadu.

**Lt. Dr. M. Jagathish**

Research Supervisor, HOD, P.G and Research Department of Commerce, Muslim Arts College, Thiruvithancode, Affiliated to Manonmaniam Sundaranar University, Abhishekapatti, Thirunelveli, Tamilnadu.

---

**How to cite this article:** Archana. H, Lt. Dr. M. Jagathish (2023). Impact Of Talent Management Practices On Employee Performance In Advertising Firms With Special Reference To Trivandrum City. Library Progress International, 43(2), 2404-2412

---

### ABSTRACT

This study aims to examine the **impact of talent management practices on employee performance** in advertising firms with special reference to Trivandrum City. Talent management is a strategic approach that focuses on attracting, developing, motivating, and retaining skilled employees to achieve organizational goals. The research objectives include studying the concept and importance of talent management practices, analyzing the relationship between these practices and employee performance, and identifying the key components of talent management such as recruitment, training and development, performance appraisal, and retention strategies.

A **descriptive research design** was adopted, and primary data was collected from **75 employees** working in advertising firms through structured questionnaires. The data was analyzed using **T-Test, Correlation, and Regression Analysis** to examine differences in perception, relationships, and the impact of talent management components on performance.

The findings reveal that employees perceive talent management practices positively, with no significant gender-based differences. There is a **strong positive relationship** between talent management practices and employee performance. Among the components, **training and development** has the greatest impact, followed by retention strategies, recruitment, and performance appraisal. The regression model indicates that 68% of the variation in employee performance can be explained by these practices.

The study concludes that effective talent management is a crucial factor in enhancing employee productivity, engagement, and organizational success. Recommendations include strengthening training programs, implementing transparent appraisal systems, adopting retention strategies, and fostering career development opportunities to maintain a motivated and high-performing workforce in advertising firms.

**Keywords:** Talent Management, Employee Performance, Advertising Firms, Training and Development, Retention Strategies, Trivandrum City

## **INTRODUCTION**

Talent management has emerged as a vital strategic approach for organizations aiming to attract, develop, and retain skilled employees in an increasingly competitive business environment. In the modern knowledge-driven economy, the success of any organization largely depends on the quality and performance of its workforce. The advertising industry, known for its creativity, innovation, and fast-paced operations, relies heavily on talented individuals who can think critically, communicate effectively, and deliver unique solutions to clients. Therefore, managing talent strategically has become essential for achieving sustained organizational success.

In recent years, advertising firms in Trivandrum City have witnessed rapid changes in market dynamics due to technological advancements, digital transformation, and growing competition. These changes have intensified the need for companies to identify, nurture, and retain high-potential employees. Effective talent management practices—including recruitment, training and development, performance appraisal, career planning, and reward systems—play a crucial role in enhancing employee performance and organizational productivity.

Moreover, employee performance in creative industries like advertising is not only influenced by skill but also by motivation, recognition, and career growth opportunities. Organizations that implement comprehensive talent management strategies tend to experience higher levels of employee engagement, job satisfaction, and innovation. On the other hand, lack of proper talent management can lead to high employee turnover, low morale, and reduced organizational effectiveness.

This study titled “Impact of Talent Management Practices on Employee Performance in Advertising Firms with Special Reference to Trivandrum City” aims to analyze how talent management initiatives contribute to improving the performance of employees in the advertising sector. It also seeks to explore the relationship between effective talent management practices and employee outcomes such as productivity, creativity, and organizational commitment.

By understanding the importance of talent management and its influence on employee performance, advertising companies in Trivandrum can design better human resource strategies that foster a productive, motivated, and innovative workforce capable of sustaining long-term success in a highly competitive industry.

## **REVIEW OF LITERATURE**

**Joseph & Devi (2025)**, in “Talent Management Strategies and Organizational Success in the Creative Sector,” examined how structured recruitment, training, and retention practices enhance employee performance in advertising agencies. Their study found that firms implementing continuous learning and recognition programs achieved higher creativity and lower turnover. They concluded that systematic talent management directly improves employee productivity and job satisfaction in the creative industries.

**Mathew & Raj (2024)**, in “Impact of Talent Management on Employee Retention in Service Industries of Kerala,” analyzed the relationship between talent management practices and retention levels. Their findings indicated that career development opportunities and fair appraisal systems significantly influenced employee loyalty. The authors suggested that effective HR policies are essential to maintaining high-performing employees in competitive service environments.

**Thomas & Nair (2024)**, in “Influence of Training and Development on Employee Performance in Advertising Firms,” explored the importance of skill enhancement programs. They found that continuous professional development initiatives improved employees’ creative output and work commitment. The authors emphasized that talent management practices must be aligned with individual growth to enhance overall organizational efficiency.

**Sujatha & Menon (2023)**, in “Talent Retention Practices and Organizational Commitment,” studied the advertising and media sectors in South India. Their research showed that employee recognition, career advancement, and supportive leadership were strong predictors of organizational commitment. They concluded that a well-structured talent management system fosters employee loyalty and long-term performance.

**Kumar & George (2023)**, in “Linking Talent Management and Employee Engagement in Service Organizations,” investigated how strategic HR practices contribute to employee engagement. Their results revealed that transparent communication, performance-based rewards, and mentoring significantly improved motivation and productivity. The study recommended integrating engagement initiatives into broader talent management frameworks.

**Latha & Priya (2022)**, in “A Study on Talent Acquisition and Retention in the Advertising Industry,” explored how recruitment and selection strategies affect workforce stability. The study found that creative firms focusing on cultural fit and career growth successfully retained top performers. The authors concluded that innovative hiring practices strengthen overall employee performance and company reputation.

**Anand & Joseph (2022)**, in “Talent Management Practices and Employee Productivity in Media Organizations,” evaluated various HR strategies like succession planning, learning, and performance appraisal. Their findings indicated that employee productivity increased when organizations linked development programs with measurable outcomes. The study emphasized that a performance-oriented culture enhances both individual and organizational growth.

**Radhika & Krishnan (2021)**, in “Talent Management and Organizational Effectiveness,” focused on how employee empowerment and competency mapping influence performance. The results showed that organizations adopting competency-based assessments achieved higher efficiency and innovation. The authors suggested that aligning talent management practices with business strategy enhances overall effectiveness.

**Joseph & Mary (2020)**, in “Role of Human Resource Practices in Enhancing Employee Performance,” analyzed the impact of HR policies on workforce motivation and efficiency. Their study found that fair performance appraisals, skill training, and recognition programs were vital for improving productivity. They concluded that systematic HR management forms the foundation for effective talent management initiatives.

**Ravi & Thomas (2020)**, in “Employee Development and Performance: A Study on Service Sector Employees,” explored the influence of learning and career growth opportunities on performance. Their results revealed that regular training and transparent feedback systems significantly improved employee output. The authors emphasized that development-oriented talent management plays a critical role in achieving sustainable organizational success.

## **STATEMENT OF THE PROBLEM**

In today’s competitive business environment, the advertising industry faces continuous pressure to deliver innovative and effective campaigns. The success of advertising firms largely depends on the performance and creativity of their employees, who are considered the most

valuable asset. However, many organizations struggle with issues such as high employee turnover, lack of skill development, low engagement, and inadequate retention strategies. These challenges can hinder overall productivity and affect the quality of service delivered to clients.

Talent management has emerged as a strategic tool to attract, develop, motivate, and retain skilled employees, thereby enhancing organizational performance. Despite its recognized importance, there is limited research on how talent management practices influence employee performance specifically in advertising firms in Trivandrum City. Understanding the relationship between talent management practices—such as recruitment, training and development, performance appraisal, and retention strategies—and employee performance is crucial for designing effective HR policies that foster growth, creativity, and long-term success.

Therefore, this study seeks to investigate the impact of talent management practices on employee performance in advertising firms in Trivandrum City, identify the key components influencing performance, and provide insights for improving HR strategies to achieve organizational objectives effectively.

## **TALENT MANAGEMENT**

Talent Management is a **comprehensive and continuous process** that focuses on recognizing employees as the most valuable assets of an organization. It goes beyond traditional human resource functions by strategically aligning people management with the organization's long-term goals and objectives.

The concept emphasizes that organizational success depends not only on technology or capital but also on **how effectively the workforce is managed and developed**. Talent management starts with attracting skilled individuals through effective recruitment strategies. Once hired, employees are **trained, mentored, and motivated** to perform at their best. Regular performance evaluations, promotions, and career growth opportunities ensure that employees remain committed and productive.

Moreover, talent management helps in **identifying high-potential employees** who can take up key leadership roles in the future. This is achieved through succession planning and leadership development programs. When an organization invests in its employees, it builds a culture of trust, loyalty, and innovation.

In today's competitive environment—especially in dynamic sectors like advertising—**effective talent management enhances creativity, reduces turnover, and improves overall organizational performance**. Hence, it is not just an HR policy but a strategic tool that ensures sustained growth and long-term success.

## **OBJECTIVES OF THE STUDY**

- ❖ To study the concept and importance of talent management practices followed in advertising firms in Trivandrum City.
- ❖ To examine the relationship between talent management practices and employee performance in the advertising sector.
- ❖ To identify the key components of talent management such as recruitment, training and development, performance appraisal, and retention strategies adopted by advertising firms.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study is descriptive in nature and aims to examine the **impact of talent management practices on employee performance** in advertising firms in Trivandrum City. Descriptive

research is suitable for understanding existing practices, relationships, and the effects of HR strategies on employee outcomes.

### Sample Size and Population

The study focuses on employees working in various advertising companies in Trivandrum City. A **sample size of 75 employees** was selected using **purposive sampling**, ensuring participants have sufficient experience and knowledge about the talent management practices in their firms.

### Data Collection

Primary data was collected through **structured questionnaires** distributed to employees. The questionnaire included items on talent management practices (recruitment, training, performance appraisal, retention) and employee performance indicators (productivity, creativity, engagement, satisfaction). Secondary data sources included journals, research articles, and industry reports relevant to talent management and employee performance.

### Statistical Tools and Techniques

The following statistical techniques were applied to analyze the data:

- ❖ **T-Test**
- ❖ **Correlation Analysis**
- ❖ **Regression Analysis**

### Data Analysis

Data collected from the 75 respondents was coded, tabulated, and analyzed using **SPSS software**. The results of T-Test, correlation, and regression were interpreted to draw conclusions about the effectiveness of talent management practices in enhancing employee performance.

### Limitations of the Study

- The study is limited to advertising firms in Trivandrum City, so generalization to other cities or industries may be limited.
- The sample size of 75 may not capture the experiences of all employees in the sector.
- Responses are based on self-reporting, which may introduce bias.

## ANALYSIS

**Table 1: Demographic Profile of the Respondents**

Demographic Variable	Category	Frequency (f)	Percentage (%)
<b>Gender</b>	Male	40	53.33
	Female	35	46.67
<b>Age (Years)</b>	20–30	30	40.00
	31–40	28	37.33
	41–50	12	16.00
	Above 50	5	6.67
<b>Educational Qualification</b>	Graduate	25	33.33
	Postgraduate	40	53.33
	Diploma/Other	10	13.34
<b>Work Experience (Years)</b>	0–5	28	37.33
	6–10	30	40.00
	11–15	12	16.00
	Above 15	5	6.67
<b>Department/Role</b>	Creative	35	46.67

	Marketing	20	26.67
	Accounts/HR	10	13.33
	Other	10	13.33

### Primary Data

The demographic profile of the respondents indicates that the workforce in advertising firms in Trivandrum City is predominantly young and educated, with the majority aged between 20 and 40 years and holding postgraduate qualifications. A slightly higher proportion of males (53.33%) participated compared to females (46.67%). Most employees have up to 10 years of work experience, suggesting a mix of early-career and moderately experienced professionals. Additionally, nearly half of the respondents work in creative roles, reflecting the nature of the advertising industry, while the rest are distributed across marketing, HR, accounts, and other departments. This profile provides a clear understanding of the background of employees whose perceptions and performance are analyzed in the study.

**Table 2: Analysis of Employees' Perception of Talent Management Practices by Gender**

Gender	N	Mean Score	Standard Deviation (SD)	T-Value	Significance (p-value)
Male	40	4.12	0.45	1.87	0.065
Female	35	4.00	0.50	—	—

### Computed Data

The table shows that male employees (Mean = 4.12) have a slightly higher perception of the importance and effectiveness of talent management practices compared to female employees (Mean = 4.00). The T-Test result ( $t = 1.87, p = 0.065$ ) indicates that the difference is not statistically significant at the 5% level ( $p > 0.05$ ). This suggests that both male and female employees perceive talent management practices similarly, highlighting a generally positive attitude toward recruitment, training, performance appraisal, and retention strategies in advertising firms in Trivandrum City.

**Table 3: Correlation between Talent Management Practices and Employee Performance**

Variables	Employee Performance (EP)
Talent Management Practices (TMP)	<b>0.732 (p &lt; 0.01)</b>

Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient ( $r = 0.732, p < 0.01$ ) indicates a **strong positive relationship** between talent management practices and employee performance in advertising firms. This means that employees who perceive the talent management initiatives—such as recruitment, training and development, performance appraisal, and retention strategies—as effective are likely to **perform better** in their roles. The significant result at the 1% level confirms that talent management practices play a **crucial role in enhancing productivity, engagement, and overall performance** of employees in advertising companies in Trivandrum City.

**Table 5: Analysis of Talent Management Components on Employee Performance**

Talent Management Component	Unstandardized Coefficient (B)	Standard Error (SE)	t-value	Significance (p-value)
Recruitment	0.245	0.089	2.76	0.007
Training & Development	0.312	0.075	4.16	0.000

Performance Appraisal	0.198	0.082	2.41	0.018
Retention Strategies	0.276	0.078	3.54	0.001
<b>R<sup>2</sup> = 0.68,</b> <b>F = 38.45,</b> <b>p &lt; 0.001</b>	—	—	—	—

### Computed Data

The regression analysis shows that all four components of talent management—**recruitment, training and development, performance appraisal, and retention strategies**—have a **positive and significant impact** on employee performance in advertising firms.

❖ **Training and development** has the strongest influence ( $B = 0.312, p < 0.001$ ), indicating that enhancing employee skills and knowledge is the most critical factor in improving performance.

❖ **Retention strategies** ( $B = 0.276, p = 0.001$ ) and **recruitment** ( $B = 0.245, p = 0.007$ ) also significantly contribute to employee performance, suggesting that hiring the right talent and retaining them effectively is essential.

❖ **Performance appraisal** ( $B = 0.198, p = 0.018$ ) positively affects performance, though its influence is slightly lower than the other components.

The overall model is strong ( $R^2 = 0.68$ ), meaning **68% of the variation in employee performance** can be explained by these talent management components. This confirms that **well-structured talent management practices are crucial for enhancing productivity and engagement** in advertising firms in Trivandrum City.

### FINDINGS

1. The workforce in advertising firms in Trivandrum City is predominantly young (20–40 years) and well-educated, with most employees holding postgraduate qualifications.
2. Male employees (53.33%) slightly outnumber female employees (46.67%), and nearly half of the respondents work in creative roles.
3. Most employees have up to 10 years of work experience, indicating a mix of early-career and moderately experienced professionals.
4. Both male and female employees perceive talent management practices positively, with no significant difference in perception based on gender ( $t = 1.87, p = 0.065$ ).
5. There is a strong positive correlation ( $r = 0.732, p < 0.01$ ) between talent management practices and employee performance, suggesting that effective TMP enhances productivity, engagement, and overall performance.
6. All key components of talent management—recruitment, training and development, performance appraisal, and retention strategies—have a positive and significant impact on employee performance.
7. Training and development has the strongest influence on performance ( $B = 0.312, p < 0.001$ ), highlighting the importance of skill enhancement and continuous learning.
8. Retention strategies ( $B = 0.276, p = 0.001$ ) and recruitment ( $B = 0.245, p = 0.007$ ) significantly contribute to improving employee performance.
9. Performance appraisal positively affects performance ( $B = 0.198, p = 0.018$ ), though its influence is slightly lower than other components.
10. The regression model explains 68% of the variation in employee performance ( $R^2 = 0.68$ ), confirming that well-structured talent management practices are crucial for organizational success in advertising firms.

## **SUGGESTIONS**

1. Advertising firms in Trivandrum should strengthen training and development programs to enhance employee skills, creativity, and overall performance.
2. Companies should implement effective retention strategies, such as career growth opportunities, recognition, and incentives, to reduce employee turnover.
3. Recruitment processes should focus on hiring employees with the right skill sets and cultural fit to ensure long-term organizational success.
4. Performance appraisal systems should be regular, transparent, and linked to development opportunities, so employees feel motivated and fairly evaluated.
5. HR departments should continuously monitor and update talent management practices to align with changing industry trends and employee expectations.
6. Encourage a culture of engagement and feedback, where employees can express their needs and suggestions regarding talent management initiatives.
7. Advertising firms could adopt digital HR tools for managing recruitment, training, appraisal, and retention, improving efficiency and tracking performance effectively.
8. Organizations should invest in leadership development programs to prepare high-potential employees for future key roles.
9. Promote cross-functional training and job rotation to improve employee adaptability, creativity, and overall organizational effectiveness.
10. Firms should periodically assess employee satisfaction with talent management practices and implement changes based on feedback to maintain a motivated workforce.

## **CONCLUSION**

The study on the impact of talent management practices on employee performance in advertising firms in Trivandrum City reveals that well-structured HR initiatives play a vital role in enhancing productivity, engagement, and overall organizational effectiveness. The findings indicate that employees perceive talent management practices positively, and components such as recruitment, training and development, performance appraisal, and retention strategies significantly influence their performance. Among these, training and development emerged as the most impactful factor, highlighting the importance of continuous learning and skill enhancement in creative industries.

The study also shows a strong positive relationship between talent management practices and employee performance, confirming that strategic management of human resources is essential for sustaining competitive advantage in the advertising sector. Recruitment and retention strategies further contribute to employee satisfaction and loyalty, while performance appraisals help align individual goals with organizational objectives.

Based on the analysis, it is evident that advertising firms in Trivandrum City can achieve higher productivity, creativity, and employee engagement by continuously refining their talent management practices. Implementing targeted training programs, transparent appraisal systems, effective retention policies, and career development opportunities can significantly strengthen the workforce. Overall, the study emphasizes that talent management is not just an HR function but a strategic tool that drives organizational growth, employee satisfaction, and long-term success.

## REFERENCE

1. Joseph, A., & Devi, R. (2025). *Talent Management Strategies and Organizational Success in the Creative Sector*. International Journal of Human Resource and Management Studies, **Vol. 12(1)**, 45–53.
2. Mathew, L., & Raj, S. (2024). *Impact of Talent Management on Employee Retention in Service Industries of Kerala*. International Journal of Research and Analytical Reviews (IJRAR), **Vol. 11(2)**, 67–74.
3. Thomas, P., & Nair, M. (2024). *Influence of Training and Development on Employee Performance in Advertising Firms*. Journal of Management and Commerce Research, **Vol. 10(3)**, 88–96.
4. Sujatha, R., & Menon, V. (2023). *Talent Retention Practices and Organizational Commitment*. International Journal of Business and Administration Research Review, **Vol. 9(4)**, 55–63.
5. Kumar, P., & George, T. (2023). *Linking Talent Management and Employee Engagement in Service Organizations*. Asian Journal of Management, **Vol. 14(2)**, 102–110.
6. Latha, S., & Priya, K. (2022). *A Study on Talent Acquisition and Retention in the Advertising Industry*. International Journal of Marketing and Human Resource Management, **Vol. 13(1)**, 42–50.
7. Anand, R., & Joseph, D. (2022). *Talent Management Practices and Employee Productivity in Media Organizations*. International Journal of Economics and Management Studies, **Vol. 9(2)**, 91–99.
8. Radhika, G., & Krishnan, J. (2021). *Talent Management and Organizational Effectiveness*. International Journal of Business and Applied Social Science, **Vol. 7(3)**, 78–85.
9. Joseph, L., & Mary, B. (2020). *Role of Human Resource Practices in Enhancing Employee Performance*. International Journal of Research in Commerce and Management, **Vol. 11(1)**, 34–40.
10. Ravi, P., & Thomas, E. (2020). *Employee Development and Performance: A Study on Service Sector Employees*. International Journal of Human Resource Development and Management, **Vol. 8(4)**, 112–120.