

Moderating Role of Employee Creativity between Talent Management Practices and Employee Performance: An Evidence from HealthCare Organizations in Uttarakhand (India)

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Abstract--- Purpose: *The main aim of the study is to analyze the talent management practices and its effect on employee performance and whether employee creativity moderate the relationship between talent management practices and employee performance among employees working in healthcare organizations of Uttarakhand (India).*

Design/Methodology: *The research used descriptive research using a cross-sectional data approach. Non probability sampling technique (convenient sampling) was utilized for data collection. The sample size was 267 employees working in healthcare organizations. A well-structured questionnaire was developed for assessing the talent management practices, employee creativity and performance and was used to collect the data.*

Findings: *Finding of this study indicates that talent management practices have substantial effect on the creativity and performance of employee. However, employee creativity also moderates the talent management practices and employee performance.*

Practical Implications: *Present research outcome may support in designing appropriate human resource management strategies for improving performance through talent management practices and exploring means of improving employee creativity which is vital for healthcare organization. The management should develop strategies and practices for attracting talent and enhancing creativity so that employee can handle the current situation and be able to meet future need of the organization.*

Keywords--- *Talent Management Practices, Employee Creativity, Employee Performance, Employee Retention.*

I. INTRODUCTION

Healthcare organization has witnessed a phenomenal growth in the state of Uttarakhand. The technological advancement and its extensive application in hospitality organization have created many opportunities before young professional engaged in hospitality organizations. The diversified job requirement has forced management to adapt different talent management practices to keep their employee motivated for better utilization of their creativity in improving their performance. With the globalization, privatization and liberalization of government policies since 1990, the talent management has become an important topic of research and has been continuously discussed among industrial organization, researcher as well as academicians. Competition in the hospitality sector industry has grown significantly forcing management to attract talented employee into their pool of work that would help them in the process of achieving business objectives in the long run (Koranteng, 2014).

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Talent management can be described as acquiring, retaining, motivation and development of the individuals needed for carrying out business activities successfully (Cappelli, 2008). From human resource management perspective, talent management is vital for planning because it is considered as systematic process for attracting the talent towards the organization, developing and engaging individuals and contribute in business process. (Cappelli, 2008). Talent acquisition is a critical process of recruitment and culture fit. This creates a workplace environment wherein an employee feels more passionate about their work and exhibits a positive behavior towards organization driving better result (Pallavi Srivastava and Jyotsna Bhatnagar, 2008, Rakesh S, Jyotsna B, 2009).

Primarily there are four activities related to talent management. These are summarized as:

Talent Attraction: In today's knowledge economy, talent is critical and most of the companies are struggling to find the skill and talent for the position due to scarce resources. Employee talent is the key factor to sustaining our knowledge economy and remaining innovative and competitive. Talent attraction includes procurement, organization branding, values of employees' and organization of choice. For improving the talent attraction, it is necessary to focus on these listed activities like improving the recruitment and selection process, organizational branding of employer, strengthening value proposition of employee, working environment, opportunities for training and development, organization rapport and job nature (Maurya, K. and Agarwal, M., 2018).

Talent Development: Talent development is another important function of talent management. This is about motivating and engaging the workforce, aligning work force with organization culture, enhancing knowledge and ability of the employee and making sure that employee have the required skill needed to accomplish the task. Implementation of talent development strategies are done in a planned as well as unplanned way. Organizational investment in the talent development pools helps organization in gaining competitive edge (Egerová, 2013, Tony, et al., 2007).

Talent Culture: Every business organization has a culture, whether they are aware of it or not. Culture is becoming important part of job seeker's journey which is to be well advertised in the part of selection process. Organization culture consists of group behaviors and norms defining the shared values. The three important trends that are commonly witnessed are: regular changes, more independent work and an enhanced knowledge of the work. Developing a talent culture help the organization in adapting activities connected to talent management that improves organizational results. Most of the researchers are of the opinion that it is central for an organization to more effectively manage its knowledge. Davies, B., & Davies, B. J. (2010) indicated that organization culture leads towards the individual's level of commitment and motivation in organization. Studer (2006) concluded with three steps for talent selection: (1) Usage of pre-screening to select for organizational fit, (2) use of behavioral – based interview for ensuring job and skill set fit, and (3) use peer interviews for ensuring cultural fit.

Talent Retention: Talent retention is of greatest significance in the present-day working environment. Organizations following best practices emphasize on strategy for retention of talent for the following two reasons, firstly employee turnover is costly for the organization and secondly, top performer employees contribute mainly for the better performance of the organization. An organization encourages its employees to stay for a longer time by designing its talent retention strategy because of talent turnover when the productivity is low and attraction cost for

new employees is high(Eshiteti, 2013).

II. EMPLOYEE CREATIVITY

Every organization encourages employee creativity with the intention to gain competitive edge. In simple term, creativity refers to generation of new idea related to product, process and procedure at work. Primarily, creativity is its should examine through goal orientation which is result of internal factor in which individual are subjective with their own individual desire to perform in such a way. The employee desires are influenced by individual beliefs without the influence of external rewards. Successful organizations have numerous creative employees working in teams. These employees while working in team share distinctive information, skills, experiences and capability. Working as a team of these employees in the organization makes it easier to meet challenges of the business environment. Nair and Gopal (2010) concluded due to creativity, employees generate that allows the survival of the organization in the long-term. Anderson, et al. (2014) stated innovation and creativity as methods and products resulting from activities for presenting new as well as newer ways of doing the things. Creativity means generation of idea whereas innovation is idea implementation. Zhou and Chang (2009) revealed that supervisors play an enormous part in increasing creativity of employee. The managers achieve this by creation of conditions that nurtures the development of employee to bring out the creativity of employees. Therefore, supervisors are contributory towards an environment nurturing and developing creative employee efficiency thereby improving the productivity of employee.

III.EMPLOYEE WORK PERFORMANCE

Managing employee performance are critical to the management because it deals with an organization's strategy, policy and practices toward setting employee performance expectations. Work performance of employee is important and very critical to the overall success of the company. (Dyne, et al., 2002). The employee performance describes the employee's accomplishments after putting necessary effort on the job for getting a meaningful work, engaged profile, concerned coworkers and employees around (Karakas, 2010).Employee performance is the outcome of a job or activity in a particular time frame for achievement of organization objectives (Bayley, 2010). Performance is the outcome given by an individual or a group of employees for a specific time and it does not mean the personal characteristics of the employees doing that work. Performance management of an employee is essential throughout the working life of employees in the organization. Performance measurement systems are the overall set of metrics used for quantifying effectiveness and efficiency of action (Shepherd and Gunter, 2006).

For an organizational success, it is necessary to design effective performance management system. Work performance is what an individual does which can be seen and evaluated as the contribution and involvement of employee (Pulakos et al., 2000, p. 612). George and Jones (2008) revealed performance as the behavioral outcomes of an employee that establishes the finishing of the task appropriately or inadequately. Employee work performance is classified into three types: task, adaptive and contextual performance. An individual's performance provides a complete image of workplace behavior of subordinate, task performance, organizational citizenship behavior and contextual performance (Harris & Judge, 2009, Kacmar, & Harris, 2009; Andrew, et al., 2009; Borman&Motowidlo, 1997; Boselie, P., Dietz, G. & Boon, C., 2010).

Interrelatedness of Talent Management, Employee Creativity and Employee Performance

Talent management, employee creativity and its relationship with employee performance are primarily dependent on the organizational climate. The talent management is usually realized with the aim to create sustainable competitive advantage whereas creativity is realized by giving employee freedom to think and generate new idea for developing of product, process and procedure that affect innovative capability of employee in improving their performances (Ashton & Morton, 2005, Yeh-Yun Lin & Liu, 2012). Employee creativity is derived more from the mind of individual employee rather than from firm's strategy and resources. It is the creative thinking of an individual based on learning and work experience (Amabile, 1998; Gong et al., 2009; Tierney et al., 1999). Amabile is of the opinion that ability of producing creative idea depends on the employee's characteristics as well as the work environment in which the employee is working. Promoting creativity is important to organizations because it improve employee performance and motivates organization to adapt change for better performance. Scholars and academicians mention in almost all the jobs some amount of creativity is required (Shalley, Gilson, & Blum, 2000; Unsworth, 2001; Ford & Gioia, 2000). Explicitly, innovative implementation is influenced by creativity. For instance, in the work done by the R & D professionals' creativity of the individual is necessary and desirable.

IV. REVIEW OF RELATED LITERATURE

Most literature of talent management affirms it as the process of acquiring, training and retention of productive and high performing employees from internally as well as externally. Talent management is an ongoing activity of recruitment & selection (external) and development & retention (internal) of potential candidate to organization. The viewpoint of talent management has seen success in relation to organization performance by enhancement in the organization sales and profits. Lynne and Chris Ashton confirmed the alignment of talent management strategies and business goals, integration of the systems and processes and creation of talent mindset in the organization (Morton, 2005). Kaur (2013) conducted research on the impact of talent management on employees associated with supermarket chain Big Bazar in India. In a survey of 200 respondents, it was found that 92% of the individual's performance was due to the strategies like mentoring, coaching, development and succession planning. The investigation concluded the important relationship between individual's performance and talent management practices.

Mutambara and Mutambara (2012) did research on talent management in NGO to know impact of talent management practices on employee commitment. The research revealed practices like recruitment, selection and deployment accounted for about 72% of individual performance.

Talent is estimated in terms of organization features like achievement, skill, leadership, feasibility, creativity and time. Talent in terms of quality is regarded as practical, iterative, behavior and responsive patterns causing productivity and performance in humans. Due to this, talent is considered as intrinsic and implied (Polat, 2011, 28). Talented employees prefer challenge, creativeness and change at the place of work. Therefore, the organizations should introduce and support change and arrange smooth operation for the tasks based on change. Furthermore, organizations support creativity to augment organization efficiency. Employee creativity plays a significant role concerning talent management and organizational performance.

To remain competitive, organizations provides opportunities to employees to remain occupied and create innovative ideas, processes and products (Shalley& Gilson, 2004). Majority of the productive organizations have a number of creative employees working in teams and sharing diverse knowledge, talent, experience and proficiency. The combined working of these employees makes it easier for the organization to face the business environment challenges. Nair and Gopal (2010) concluded that creativity is an individual's intellectual aptitude to generate beneficial ideas individually as well as in groups and thus supporting organizational survival in the long term and staying ahead of competitor organizations. Most important goal of creative support is to provide with best answers in improving organizational performance. Chaubey DS& Vishal Gupta (2013) identified factors like employee procurement policies, employee empowerment, employee training and development, succession planning, advancement opportunity, promotion of autonomy in work, creativity and innovation, long term social security, and system of feedback are some talent management practices in organizations that affect employee turnover. Unsworth (2003) states innovation as being occupied in activities intended to generate new ideas, products, services and processes and clearly means innovation follows creativity in organizations. Creativity means useful and new idea generation (Amabile, 1988; Oldham & Cummings, 1996; Scott & Bruce, 1994). Most academicians define creativity as the result of new and useful ideas related to products, process, services and procedures (Amabile, 1996; Ford 1996; Oldham & Cummings, 1996; Shalley, 1991; Zhou, 1998). Anderson et al. (2014) defines innovation and creativity as products and process as a result of practices that are for newer and improved techniques of doing the things. Creativity is idea generation and innovation is execution of idea.

Statement of problem

Healthcare industry has grown significantly in the last two decade. The application of advance technology in the hospitality industry has made the task very complex and demands a high skilled and trained work force in the industry. The labor market has been characterized by the increased labor mobility, shifting demographics, globalization, aging work force and diversified as well as reduced product life cycle. Previous literature analysed influence of talent management practices on employee performance or employee creativity in improving employee performance. But very fewer studies are found in the literature to interrelate the relationship between talent management practices, employee creativity and employee performance. Hence, it was felt and justified to explore this relationship.

Objectives of the study and Research Methodology

The objectives of the study include:

- a. To explore the basic understanding of Talent Management and how talent management practices enhances the employee creativity
- b. To examine the impact of talent management practices on employee performance
- c. To analyze the moderation role of employee creativity between talent management practices and employee performance.

It was hypothesis that:

H0: Talent management practices have no significant effect on employee performance.

H0: Talent management practices have no significant effect on employee creativity

H0: Employee creativity does not moderate the relationship between talent management and employee performance.

Primary and secondary data was used in the study. Secondary data was collected by different sources like books, magazine, research papers, government publication as well as internet resources. Primary data was collected by well-structured questionnaire that was designed covering different dimension of the talent management, employee creativity and employee performance. To measure all the variables, developed scales were adopted from Halley, C. E., & Gilson, L. L., 2004, Jackson et al., 2009, Bollen, 1986, Siddiqui et al., 2015, Podsakoff PM, MacKenzie SB, 1989, Williams LJ, Anderson SE, 2000, Bennett RJ, Robinson SL, 1991. SPSS was used to assess the hypotheses. After identifying the construct for the study, measurement variable was constructed based on review of literature and previous studies. Sample of 300 respondents associated with health care organizations located in SIDCUL Dehradun and Haridwar district of Uttarakhand (India) were given the questionnaire to fill their responses. Almost 280 responses were received, after editing 267 responses of the employees were found fit and were taken for the analysis of the data. To measure the internal consistency of the responses, reliability statistics was calculated using SPSS software and found to be 0.850. The reliability statistics indicates the reliability of data. Mean, Standard Deviation, ANOVA test and Regression were carried out to analyze the talent management practices with employee creativity and performance and whether employee creativity moderate the relationship between these two variables (Talent management practices and employee's performance). First outcome presented in the table 1 reflect the respondents' demographic characteristics.

Table 1: Demographic Characteristics of Respondents'

	Categories	Count	Percentage
		267	100
Age	25 years and below	32	12.0
	from 26 to 35 years	75	28.1
	from 36 to 45 years	62	23.2
	from 46 to 55 years	65	24.3
	56 years and above	33	12.4
Gender	Male	161	60.3
	Female	106	39.7
Marital Status	Unmarried	66	24.7
	Married	201	75.3
Education Level	Matric and below	37	13.9
	Up to intermediate	47	17.6
	Up to graduation	42	15.7
	Up to post graduation	38	14.2
	Professional qualification	46	17.2
	Technical qualification (Certificate/Diploma/Degree)	57	21.3
Income Level	Upto 20000PM (USD 280)	47	17.6
	Rs20001 – Rs40000PM (USD 281–560)	81	30.3
	Rs40001 to Rs60000PM (USD 561- 840)	40	15.0
	Rs60001 to Rs80000PM (USD 841 – 1120)	62	23.2
	Rs80001 to Rs100000PM (USD 1121 – 1400)	17	6.4
	More than Rs100000PM (USD 1401)	20	7.5
Years of Experience of working with present organization	Upto 3 years	60	22.5
	4-6 years	31	11.6
	7-9 years	111	41.6
	10-12 years	28	10.5
	13-15 years	27	10.1
	More than 15 years	10	3.7

Table 1 shows that sample is dominated by respondents between the age of 26-35 years as it was indicated by 28.1% respondents in the sample. Another 12% respondents found to be in the age below 25years. Another 23.2% respondents indicated that they are in the age of 36-45 years. 24.3% respondents are between 46-55 years of age and remaining 12.4% respondents are above the age of 56 years. It is observed that sample is dominated by male respondents. However, significant number of respondents (39.7%) is female. Majority of the respondents are in the married category (75.3%) in the sample. Sample is dominated by the respondents having an education level up to graduation. It is found that majority of the respondents are having average monthly income upto Rs.40000PM (USD 560). The information related to work experience with present organization indicated that majority of the sample having professional experience of 7-9 years with present organization as it was indicated by 41.6% respondents in the sample. It is observed that 22.5% respondents are fresher with experience up to 3 years with present organization. Another 11.6% respondents indicated that they are having experience from 4-6 years. 41.6% respondents indicated that they are having 9-12 years and 10.1% respondents indicated that they are having experience from 13-15 years with present organization. Remaining 3.7% respondents are having more than 15 years of experience in the current organization. It indicates sample is diverse in nature representing all categories of respondents.

Table 2: Job Profile in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	20	7.5	7.5	7.5
	Supervisor	71	26.6	26.6	34.1
	Workers	157	58.8	58.8	92.9
	Others	19	7.1	7.1	100.0
	Total	267	100.0	100.0	

Present position of employee in the organization is an important characteristic which influence the employee talent and creativity as well as performance. Organizational actions in terms of objective setting, strategy choice, selection of processes, resources utilization, measuring the performance of individuals and organization depends upon the employee position in the organization. Keeping this into consideration, an attempt was made to classify the respondents based on their current position in the organization. Survey indicates that 7.5% respondents belong to management categories, 25.6% respondents are from supervisor category and 58.8% employees are from worker category. Remaining 7.1% respondents belong to other employment category.

Table 3: Nature of Job in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Time consuming	60	22.5	22.5	22.5
	Technologically complex	49	18.4	18.4	40.8
	Challenging in nature	63	23.6	23.6	64.4
	Innovative in nature	77	28.8	28.8	93.3
	Very creative	18	6.7	6.7	100.0
	Total	267	100.0	100.0	

Information pertaining to job characteristics as described by employee indicates that 22.5% employee are of the opinion that they job is time consuming and they have to give more time to organization to accomplish their task.

18.4 % respondents indicated that their job is technologically complex. 23.6% respondents indicated that their job is challenging in nature. 28.8% employee feels that their job is innovative in nature and remaining 6.7% employee indicated that their job is creative in nature.

Table 4: Talent Management Practices, Employee Creativity and Employee Performance: A descriptive Statistics

	Reliability(α)	Mean	Std. Deviation
Talent Identification	.716	3.7459	.57876
The organization makes use of proper tool scrutinize new recruits to work		3.3670	1.08999
Human resource manager carries out periodic assessment of performance to prevent failure		3.2884	.86013
Organization leaders adjust their decision and action for improving job performance		3.7341	1.09359
Management knows about my performance and aptitude towards change		4.1573	1.01380
The management continuously hunting talented candidate to fill up important positions		3.5056	.88586
The management uses the appraisal tools to examine new employees to work		4.2809	1.13378
My organization deals with my performance in an appropriate way and does not let the poor performance continue		3.8876	.33933
Talent Development	.600	3.9775	.62688
The management counsel meinformed about my performance for developmental purpose		3.8390	1.13733
My organization analyzes my individual career needs		3.8202	.62339
My organization is concentrated in fostering my learning and career development		4.2734	.66333
Talent Culture	.661	2.7740	.91454
Employee as a Team members are being awarded for being exemplary at work		3.0412	.63880
I am being provided with incentive and increment according to the performance level		3.2884	.58424
Management makes sure staff salary according to market trend		3.8839	.97217
Talent Retention	.598	3.2747	.78752
The management offers standardized job description and performance required to prevent boredom		3.4532	1.20488
Organizational leadership motivates me by using the resources, time and materials that is available		3.8390	1.08662
The management communicates to staff the organization goals and plans		2.5318	.85065
Individual creativity	.699	3.3502	.36028

Employee is motivated for developing new ideas and methods for task accomplishment		3.3558	.76875
Employee is given freedom to seek new ideas and find the mean to solve problems		3.1610	.69389
Management is positive in accepting ground-breaking ideas related to the field		3.3446	.72106
I search out new technologies, processes, techniques, and/or service ideas		3.3670	.81810
Employee is promoted for independent thinking for better output		3.1498	.76583
There is a culture of discussion and brain storming among employees for process improvement		3.1011	.66114
Organization motivate employee to become innovative		3.5318	.58963
Employees improve performance in the organization by coming up with newer ideas		3.5805	.69644
Management is flexible in accepting new idea suggested from its employees		3.2247	.57031
Employee is positive in giving feedback and innovative suggestion to management.		3.6854	.61183
Task Performance	.722	3.3171	.43373
I learn new things while doing my work in my organization		3.9064	.83319
My quality of work has improved		3.2921	1.08512
My competence in planning and organizing work has increased		3.9700	1.28578
I have become result-oriented		3.5955	.49172
I am able toprioritize my job in the organization		4.5618	.61842
My working efficiency has improved significantly		4.1161	.69206
Contextual Performance	.733	3.3720	.42278
I have become proactive and use to take initiative		3.4831	.85108
My acceptance and learning from feedback have improved		3.7004	.77078
I am aware of loss to the organization if my work is not how it should be done		3.6929	.91933
I have become cooperative with others		4.0187	.97121
I am aware that my work is important for the organization		3.7903	.63794
My communication efficiency has improved significantly		4.0974	.70835
Adaptive Performance	.736	3.4933	.44354

I have become resilient in coping stress under different situation		3.3446	.80014
I come up with creative and novel solutionsfor difficult problems		3.2959	.83537
I keep myself up to date in job knowledge		3.4157	.64556
I am always updating my job skills		3.2322	.68716
I am becoming competent in dealing with uncertainties in my worksituation		3.6742	.88567
My adjusting capability for work goals has improved		3.6667	.80724
I can fully use my potential in work		3.7453	.60908
Valid N (listwise)			

Descriptive statistics was calculated using SPSS software to know the data trend(Mean & Standard Deviation). The trend related to number of measures were calculated. First, construct related to talent management practices were identified then measurement variable were grouped logically to identify the important practices for talent management in the health care organization. Further, reliability statistics of each variable in the measurement was calculated to assess the internal consistency of measured variable of each factor(Talent management practices). And then descriptive statistics was calculated to analyze the mean and standard deviation of each measured variable, thus, enabling comparison among various talent management practices. Reliability statistics using Cronbach's alpha (α) was calculated and value was in range of .598 to .736indicating that statement measure of item of talent management practices are internally consistent and are closely related to each other in a group. Further, the value of descriptive statistics (Mean and SD) presented in table 4 indicates that Talent development has scored highest mean of 3.9775 and SD =.62688. it was followed by Talent identification with mean of 3.7459 and SD =.57876. Similarly, employee (Individual) creativity has scored a mean of 3.3502 and SD= .36028. Employee performance was divided into three elements as task performance, contextual performance and adaptive performance. Descriptive statistics presented above indicates that task performance has score mean of 3.3171 and SD =.43373. Contextual Performance has scored mean of 3.3720 with SD= .42278. Adaptive Performance has scored mean of 3.4933 and SD =.44354.

Table 5: One Way ANOVA of mean of Talent Management Practices across job profile of Respondents

		Sum of Squares	df	Mean Square	F	Sig.
Talent Identification	Between Groups	3.219	3	1.073	3.286	.021
	Within Groups	85.883	263	.327		
	Total	89.101	266			
Talent Development	Between Groups	1.094	3	.365	.927	.428
	Within Groups	103.438	263	.393		
	Total	104.532	266			
Talent Culture	Between Groups	3.171	3	1.057	1.268	.286
	Within Groups	219.307	263	.834		
	Total	222.478	266			
Talent Retention	Between Groups	1.461	3	.487	.783	.504
	Within Groups	163.508	263	.622		
	Total	164.970	266			

To know whether there is any difference between mean of talent management practices across the employee of different job profile, following hypothesis was formed and tested: “mean score of talent management practices does not differ significantly across the employee of different job profile.” Results indicate there is significant difference in the mean score of talent identification across job profile of respondents as p value is greater than .05. Finding support the null hypothesis and concluded no significant difference in mean score of talent management practices across job profile of respondents except in the case of talent identification.

Table 6: One Way ANOVA ANALYSIS of Talent management practice and Employee performance

		Sum of Squares	df	Mean Square	F	Sig.
Talent Identification	Between Groups	40.213	72	.559	2.625	.000
	Within Groups	41.277	194	.213		
	Total	81.491	266			
Talent Development	Between Groups	24.699	72	.343	1.652	.004
	Within Groups	40.297	194	.208		
	Total	64.996	266			
Talent Culture	Between Groups	70.379	72	.977	5.584	.000
	Within Groups	33.958	194	.175		
	Total	104.337	266			
Talent Retention	Between Groups	130.256	72	1.809	10.110	.000
	Within Groups	34.714	194	.179		
	Total	164.970	266			

One way ANOVA was conducted to examine the effect of various talent management practices on employee performance level assuming null hypothesis as “Mean of different talent management practices does not differ significantly across the different performance(task performance, contextual performance and adaptive performance) of employee in health care organization”. Test statistics indicates significant difference in the mean score of talent management practices across employee performance level as p value is less than .05.

Hierarchical Regression Analysis for Testing the Moderation Effect

To evaluate impact of Talent Management Practices (talent identification, talent development, talent culture, talent retention) on employee performance in the healthcare organization of Uttarakhand (India) and to analyze the moderating role of employee creativity between talent management practices and employee performance. Hierarchical regression was done by using SPSS.

Table 7: Hierarchical Regression Analysis

Step	Dependent Variable	Independent Variables	Beta	t-Value	Sig.	F-Value	R-Square	Results
1	Employee Performance	(Constant)	3.462	39.605	.000	34.094	0.342	<i>Significant</i>
		Talent Identification	.039	2.053	.041			
		Talent Development	-.058	-2.813	.005			
		Talent Culture	.031	1.376	.170			
		Talent Retention	.119	6.614	.000			
2	Employee Performance	(Constant)	3.528	39.357	.000	29.454	0.361	<i>Significant</i>
		Talent Identification	.058	2.926	.004			
		Talent Development	-.057	-2.801	.005			
		Talent Culture	.048	2.105	.036			
		Talent Retention	.109	6.059	.000			
		Employee Creativity	-.051	-2.740	.007			

Step I

Multiple Regression Equation can be written as

Employee Performance = 3.462+ 0.039 *(Talent Identification) + (-0.058) *(Talent Development) + 0.031*(Talent Culture) + 0.119*(Talent Retention).Coefficients of independent variables shows that talent identification, talent culture and talent retention have positive impact on dependent variable (employee performance) at substantial significance level. Coefficient of determination i.e. R² Value (0.342) shows independent variables significant contribution towards change in dependent variable. Talent management practices (talent identification, talent culture and talent retention) have positive impact on employee performance, therefore, related hypotheses were accepted.

Step II

$$POP = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_m (\text{Employee creativity}) + U$$

where, β_m = Coefficient of moderating variable (Employee creativity)

$$\text{Employee Performance} = 3.528 + 0.058 * (\text{Talent Identification}) + (-.057) * (\text{Talent Development}) + 0.048 * (\text{Talent Culture}) + 0.109 * (\text{Talent Retention}) + (-0.051) * (\text{Employee Creativity}).$$

Result of Hierarchical Regression Analysis indicates Employee creativity ($\beta_m = 0.095$, Sig. = .399) have positive impact on employee performance. The inclusion of moderating variable in the regression equation intervened in the previously mentioned proved relationship between Talent Management practices and employee performance. The change in value of coefficient of talent identification ($\beta_1 = 0.039$ Sig. 0.041 to $\beta_1 = .058$, Sig. 0.004), Talent Development ($\beta_2 = -.058$, Sig. 0.005 to $\beta_2 = 0.057$, Sig. 0.004), talent culture ($\beta_3 = 0.031$, Sig. 0.170 to $\beta_3 = 0.048$, Sig. 0.036), talent retention ($\beta_4 = 0.119$, Sig. 0.000 to $\beta_4 = 0.109$, Sig. 0.000) were observed due to inclusion of intervening variable (Employee Creativity) regression equation shown at step-1. As the value of R-Square increased from 0.342 to 0.361, therefore, it is proved that employee creativity plays moderating role in the relationship between Talent Management Practices and Employee performance.

V. DISCUSSION AND CONCLUSION

According to the study, talent management is positively associated to the employee performance and creativity. However, there is partial impact of employee creativity on employee performance. The employees believe that for improving their performance, the organization can improve their talent management practices and link them with enhancing employee creativity to get desired result. The finding indicated that significant difference exist in the talent identification practices across the job profile of respondents. Remaining talent management practices like talent development, talent culture and talent retention practices does not differ significantly among the employee of different job profile. In other word we can say the separate strategies are adapted for talent identification among the employee of different cadre. This finding supports the previous research finding of Ashton & Morton, 2005 indicating linkage between talent management practices and employee performance. It validates claim that organization policy and practices and its ability in managing talent will affect in improving employee performance as well as organizational performance. (Levenson, 2012). However, the finding proves relationship between talent management and employee performances does not occur in isolation and moderation variable enhances the effect of talent management on employee outcome. Our finding confirms that employee creativity marginally moderates the relationship between talent management practices and employee's performance outcome. (Thunnissen, Boselie & Fruytier, 2013). Regression analysis result indicated significant relationship between talent management practices and employee creativity. It is inferred from the findings, for having creative workforce in an organization, most suitable talent management practices should be implemented. These conclusions align with Khoram and Samadi, (2013) who revealed that talent management with its three elements (structural, behavioral and background) have an enormous impact on the creativity of employees leading to the creativity of the organization. Our finding indicates the employee creativity is important for talent management $R^2 = .361$ while the level of explanation of the dependent variable is relatively low in the case of moderating effect, additional variables can be included like organization structure, leadership style, HRM practices, in to the model that may strengthen the relationship and in turn improve the employee performance. (Van den Brink, Fruytier & Thunnissen, 2013). Hence, further study needs to emphasize on explanation of this nature of relationship rather than relationship itself. On the basis of these findings it can be said that there are many organizations functioning on this area to obtain some advantage from HRM activities relevant to attract talent and nurture employee creativity, expansion and integration of human resource management policies and procedures relevant to attract the talents. Employee satisfaction and better performance of the employees will be the result of efficient talent management. First hypothesis talent management practices have no significant effect on employee performance is rejected as p is less than .05 and it is showing positive and significant effect. Hence, talent management practice has significant role in improving employee performance. Conclusion of this research are in line with the studies of Jolaosho et al., 2018; Pahos & Galanaki, 2018; Rahmany, 2018. Second hypothesis talent management practices have no significant effect on employee creativity. This is also rejected and accepted null hypothesis as p value is less than .05. These outcomes are in accordance with the results of several studies (Mundia & Iravo, 2014; Neupane, 2015; Raza et al., 2017). Third hypothesis of this study employee creativity does not moderate the relationship between talent management and employee performance. Test statistics indicates that employee creativity moderates the relationship as there is very marginal improvement in the R square. Thus, it

is vital for the organizations to procure, train and retain talent as it improves employee performance. Therefore, in today's competitive and ever-changing environment healthcare organizations needs to redefine their practices about talent management for enhanced utilization of the employee capabilities to gain competitive edge over other organizations.

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