

IMPACT OF TALENT MANAGEMENT ON LEADERSHIP DEVELOPMENT IN MULTINATIONAL COMPANIES (MNCS) WITH SPECIAL REFERENCE TO CHENNAI

Abstract

This study attempts to explore the connection between leadership development methods and talent management strategies in multinational corporations (MNCs) situated in Chennai, India. Organizations are very interested in how talent management affects creating effective leaders since it is a crucial component of human resource management. The study examines the talent management techniques used by MNCs in Chennai and analyses their impact on organizational leadership development.

Keywords: Talent management, MNC, Leadership Development, Organization

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I. INTRODUCTION

Building strong leaders is crucial for the long-term survival of multinational corporations operating in Chennai in the cutthroat business environment of today. Practices in talent management are essential for finding, developing, and keeping high-potential workers who have the potential to become future leaders. This study explores the various talent management techniques used by MNCs and looks at how they affect the growth of leaders. According to various sources (e.g. Boudreau & Ramstad, 2005; Collings & Mellahi, 2009; Scullion, Colling, & Caligiuri, 2010), talent management (TM) is the systematic attraction, identification, development, engagement, retention, and deployment of those talents that are particularly valuable to an organization.

1. Literature Review: According to this study of the literature, Collings & Mellahi's (2009) definition of talent refers to people with high potential who have the capacity and desire to gradually acquire the knowledge and skills required to hold important positions within an organization. Global talent management, according to Vaiman et al. (2012), entails all organizational efforts aimed at luring, choosing, developing, and keeping the brightest workers in the most strategic positions. Hughes and Rog (2008) draw the conclusion that talent management is a multifaceted idea that has been supported by HR practitioners and built on the principles of strategic HRM. It has been driven by the war for talent.

2. Research Objectives

- To evaluate the MNCs in Chennai that are currently using talent management strategies.
- To comprehend the main obstacles MNCs in Chennai encounter when trying to build leadership talent.
- To investigate potential obstacles to leadership development and efficient talent management.
- To determine the top talent management techniques for leadership development.

3. Problems with the Research

- The study's findings might vary to other businesses or sectors and might just apply to one particular MNC in Chennai.
- The study is constrained in its ability to collect a sufficiently large and diverse sample of individuals, and the data it uses—self-report surveys and interviews—is inherently subjective. As a result, rather of sharing their actual experiences, the participants may give responses they believe are anticipated or acceptable.

4. The Study's Importance: As a result of the research, MNCs will be better able to improve their talent management procedures and leadership development programs, producing leaders who are better able to promote organizational success. In the context of MNCs, the study will add to the body of knowledge already available on talent management and its effects on leadership development.

II. METHODOLOGY

A mixed-methods strategy was used in the research to collect data and reach useful results. Within the chosen MNCs in Chennai, surveys were given out to employees at various levels in order to collect quantitative data. The purpose of the survey was to evaluate how talent management techniques were perceived, as well as how they affected leadership development. To learn more about the talent management techniques in place, qualitative data was gathered through in-depth interviews with HR managers and senior executives. Statistical software was used to evaluate quantitative data and look for relationships between leadership development outcomes and people management methods. Thematic analysis will be used to find recurring themes and patterns in qualitative data.

1. Analysis and Interpretation of the Study

Table 1: Age of the Respondents (Source: Primary Data)

Age of Respondents	No. of Respondents	Percentage
Less than 30 years	30	18.2
31 to 40 years	55	34
41 to 50 years	62	38.6
Above 50 years	15	9.3
Total	162	100

The above tables show the maximum age of respondents is 41 years to 50 years and the minimum age of respondent are above 50 years.

Table 2: Gender Of The Respondents (Source: Primary Data)

Gender	No. of Respondents	Percentage
Male	111	68.5
Female	51	31.5
Total	162	100

From the above, it is clear that the maximum respondents are male which is 68.5%

Table 3: Details of the Experience of the Respondents (Source: Primary Data)

Years of Experience	No. of Respondents	Percentage
Less than five years	57	35.19
6 to 10 years	41	25.3
11 to 15 years	29	17.9
16 to 20 years	28	17.28
Above 20 years	7	4.33
Total	162	100

It is shown in the above maximum number of respondents experience is less than five years.

Table 4: Impact on Talent Management (Computed Data)

Variables	N	Mean	Std. Deviation	Std. Error Mean	t- value	Significance
Succession Planning	162	3.0341	1.66859	.08231	7.414	.009
Leadership development programs	162	4.0779	1.20518	.05945	1.310	.000
Employee training and development	162	3.3942	.56341	.02779	14.183	.000

The above table revealed that the t-value ranges from a minimum of 1.310 and a maximum of 14.183 for the impact on talent management variables.

Table 5: Impact on Leadership Development (Source: Computed Data)

Variables	N	Mean	Std. Deviation	Std. Error Mean	t- value	Significance
Leadership Training Workshops	162	3.0754	1.15046	.05675	1.329	.000
Individual Development Plans	162	3.9586	.64069	.03160	30.334	.000
identify high-potential employees	162	3.2652	.78723	.03883	32.582	.000
Internal promotions	162	3.1071	.82829	.04086	21.855	.000
Mentoring and coaching	162	2.1192	.91219	.04500	3.428	.001
Performance management and feedback	162	4.7932	1.22317	.06033	19.575	.000

It is found that the t-value ranges from a minimum of 3.428 and a maximum of 32.582 for the impact on talent management variables.

Table 6: Impact of Talent Management on the Leadership Development

Independent Variables	Dependent variables											
	Leadership Training Workshops		Individual Development Plans		identify high-potential employees		Internal promotions		Mentoring and coaching		Performance management and feedback	
	RC	T	RC	T	RC	T	RC	T	RC	T	RC	T
Succession Planning	-7.637	-262.007	-9.393	-2.022	-6.460	-1.025	-4.475	-15.973	-1.725	-5.912	-14.075	-0.582
Leadership development programs	.011	174.350	0.017	1.694	0.008	0.621	-0.003	-5.027	-0.001	-1.833	.081	1.560
Employee training and development	14.595	273.975	17.661	2.081	11.413	0.991	7.621	14.887	3.244	6.085	24.774	0.560
Constant	-84.608	-245.941	-96.598	-1.762	-34.603	-0.465	-13.711	-4.147	-2.894	-0.841	-91.115	-0.319
R ²	1.000		0.844		0.587		0.999		0.996		0.857	
F Value	5.120		1.810		0.474		285.326		76.263		1.992	
Durbin Watson coefficient	3.369		3.369		3.369		3.369		3.369		3.369	

* Significant at 5% level

The talent management to leadership development are negatively influenced the leadership training workshop, individual development plans, identify high potential employees, internal promotions, mentoring and coaching and performance management and feedback. Succession planning has negative impact on all the leadership development. The coefficient of determination of variable are 1.000, 0.844, 0.587, 0.999, 0.996 and 0.857 respectively to the ratios at 5 percent significant level, it is interpreted that change in the leadership training workshop, individual development plans, identify high potential employees, internal promotions, mentoring and coaching and performance management and feedback was influenced by independent variable at 100%, 84.4%, 58.7%, 99.9%, 99.6% and 85.7% respectively. The Succession planning is negatively influenced all the leadership developments, the F value and Durbin Watson coefficient were 1 percent level of significant.

III. FINDINGS OF THE STUDY

1. Effective talent management techniques can assist in locating high-potential individuals and developing them for leadership roles, resulting in a strong leadership pipeline inside the company.
2. By putting more of an emphasis on talent management, succession planning may be improved, ensuring that qualified leaders are available to fill important positions as openings arise.
3. Employee engagement and motivation will include, which will boost overall performance when they believe that the company values and supports their professional growth.
4. Initiatives in talent management that promote a learning culture and offer chances for growth can improve the working environment and raise job satisfaction.
5. Strong leaders are better able to make educated decisions and effectively manage their people, which can have a direct impact on the performance of the firm.
6. Organizations can identify and nurture leaders who can adjust to shifting business environments and lead through complexity and uncertainty by putting a strong emphasis on talent management.

IV. SUGGESTIONS

1. To draw in high-potential prospects, develop targeted recruitment techniques.
2. Make an investment in leadership training courses that are tailored to the requirements of aspiring leaders.
3. To encourage leadership skills, offer opportunities for ongoing development to staff members at all levels.
4. Create a fair and open approach for evaluating employee performance that recognizes and rewards leadership potential.
5. Encourage regular coaching and feedback to support leadership development.
6. Put in place reliable succession-planning procedures to guarantee a consistent stream of capable leaders.
7. Recognize and develop high-potential workers for organizational leadership positions.

V. CONCLUSION

The study found a significant positive link between leadership development techniques and talent management strategies in Chennai-based MNCs. A strong leadership pipeline is fostered through effective talent discovery, recruiting, training, performance management, and succession planning. MNCs in Chennai ought to prioritize talent management as a strategic imperative to strengthen organizational leadership capacities. Companies can promote a culture of leadership development by putting the recommended strategies into practice, giving them a competitive edge in the constantly changing global market. Organizations that have a strong leadership pipeline will be able to respond to problems and seize new opportunities, which will eventually result in sustainable growth and success.

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