

A Pragmatic Analysis of Talent Management and Its Influence on Employee Performance in Retail Organizations of West Bengal

Avradeep Ganguly¹, Gouranga Patra², Diptayan Bhattacheryya³, Suman Pal⁴, Mainak Chakraborty⁵

¹Research Scholar, Department of Management, School of Business, Adamas University, Kolkata, India

Email ID: avradeep.ganguly1@adamasuniversity.ac.in

²Associate Professor, Department of Management, School of Business, Adamas University, Kolkata, India

Email ID: gouranga.patra@adamasuniversity.ac.in

³Research Scholar, Department of Management, School of Business, Adamas University, Kolkata, India

Email ID: diptayan.bhattacheryya1@adamasuniversity.ac.in

⁴Assistant Professor, Department of Management, School of Business, Adamas University, Kolkata, India

Email ID: suman.pal1@adamasuniversity.ac.in

⁵Associate Professor, Department of Management, School of Business, Adamas University, Kolkata, India

Email ID: mainak.chakraborty2@adamasuniversity.ac.in

Cite this paper as: Avradeep Ganguly, Gouranga Patra, Diptayan Bhattacheryya, Suman Pal, Mainak Chakraborty, (2025) A Pragmatic Analysis of Talent Management and Its Influence on Employee Performance in Retail Organizations of West Bengal. *Advances in Consumer Research*, 2 (2), 951-964.

KEYWORDS

Talent Management, Employee Performance, Retail Sector, Training and Development, Performance Incentives

ABSTRACT

The purpose of the present study is to examine the relationship between talent management practices and employee performance and satisfaction in the retail sector of West Bengal. As the competition in the retail industry intensifies and as more and more establishments produce young and educated employees, talent management has become a crucial factor in achieving further business growth and increased productivity. The survey is focused on the views of the employees based on talent management and the opportunities available to them in the company, career progression, reward system, performance incentives, and training and development programmes offered. It was established that there exists an awareness of career development and training, but there is some ambiguity on its equality, practicality of performance reviews and clear compensation policies. The study indicates that increased communication between employers and employees, an accurate definition of expected performance, and more specific rewards and promotions can significantly enhance employee satisfaction and thus increase retention rates. It also confirms the difficulty organizations have in drafting an effective succession plan and training programme to meet the challenges of a dynamic retail environment. In conclusion, the study provides important implications for improving talent management approaches to manage better and achieve superior performance for the organization.

1. INTRODUCTION

It is possible to define talent management as a collection of operations that are carried out by organizations and their human resource management in order to attract, develop, and keep human capital in order to accomplish all of the business objectives. Given that the retail industry is associated with a significant amount of human resources and has an effect on both organizational and customer performance, talent management is an essential component of the retail sector. The retail industry is one of the most important sectors of the Indian economy, and it is responsible for more than ten per cent of the overall growth of the country's GDP. The size of the market in 2022 was 91,891 billion Indian rupees, and according to the



trends, the compound annual growth rate (CAGR) is anticipated to be greater than 13% by the year 2027 (Sharma, 2024).

A significant amount of development has been made in the retail industry in the country, and the organised retail sector has been able to offer employment possibilities. More than half a million people were employed in the retail trade in West Bengal during the fiscal year 2023, as reported by the Reserve Bank of India (Bhattacharyya, 2024). This statistic demonstrates the significance of the industry to the economy of the state. According to the findings of several studies, talent management techniques do, in fact, have a direct influence on the performance of individuals working in the retail industry. According to the findings of a study that was carried out in Central Java, Indonesia, for instance, the recognition program was found to have the greatest influence on the enhancement of productivity, followed by performance incentives and talent management in the top three positions. According to Nugroho et al. (2025), this study highlights the importance of adopting non-financial incentives and a multi-faceted strategy for managing human resources in order to boost productivity.

In the context of West Bengal, Bhattacharyya (2024) provided further elaboration on the notion that the organized retail sector has been a key source of employment. It has come to light that the generation of employment in this particular industry has emerged as a source of employment opportunities in the general area. The sector's talent management has both opportunities and challenges as a result of this growth, which has ramifications for the industry.

Objective of the Study

- a) To assess the impact of talent management practices on employee performance in retail organizations in West Bengal.
- b) To evaluate how recognition programs, influence employee productivity within the retail sector of West Bengal.
- c) To examine the relationship between performance incentives and employee engagement in retail companies in West Bengal.
- d) To analyze the role of training and development initiatives in enhancing employee job satisfaction and performance in West Bengal's retail industry.

Study Inquiries

However, some issues of labor regulation also affect the retail sector of West Bengal. From the same survey done by the World Bank, it has been observed that 53% of the total retailers in West Bengal consider labor regulation as a constraint, which is the highest among all the states. Such conditions necessitate heightened talent management practices that will take care of the legal necessities in addition to boosting organizational employee productivity.

This study intends to fill this gap by assessing the impact of various TM practices on employees' performance in retail firms in West Bengal. Knowledge of the effects of certain activities, including recruitment, training, performance appraisal, and retention strategies, is crucial when developing strategies that are relevant to a particular region. For instance, talent management practices such as attraction, development and assessment have been found to improve productivity amongst employees since the organizational skills align with the organizational objectives (Hongal & Kinange, 2020). Furthermore, the literature has established that reward programmes such as recognition and incentives impact the level of motivation and the resultant performance across the retail industry. Through the assessment of these aspects, this study seeks to establish the experience of talent management practices in West Bengal's retail sector to help design tailored HRM strategies that can effectively fit the region (Addair, 2019).

RQ1. How do talent management practices affect employee performance in retail organizations in West Bengal?

RQ 2. How do recognition programs impact employee productivity within the retail sector of West Bengal?

RQ3. In what ways do performance incentives influence employee engagement in retail companies in West Bengal?

RQ4. How do training and development initiatives contribute to employee job satisfaction and performance in West Bengal's retail industry?

Null Hypothesis (H₀)

There is no significant relationship between talent management practices and employee performance in retail organizations in West Bengal.

Alternative Hypothesis (H₁)

There is a significant positive relationship between talent management practices and employee performance in retail organizations in West Bengal.

The issues of talent management affect the overall performance of employees and the company in the retail sector in West Bengal. High turnover is a costly affair due to the increased number of vacancies, recruitment and training, which hampers organizational operations and impairs the quality of services delivered. Also, the talent competition is high due to the emergence of e-commerce and new startups that also have similar positions and are willing to pay highly for talent (Spectrum Talent Management, 2024). These problems call for proper human capital management practices to improve employee



productivity and organizational development in the retail industry in West Bengal.

2. LITERATURE REVIEW

Therefore, the literature studies highlight the techniques for talent management and the implications those strategies have on performance within the setting of the retail sector in West Bengal. It provides a summary of previous research on topics such as the process of recruiting and selection, training and development, performance management, employee retention, and succession planning. In addition to this, it examines the recognition programs and performance incentives that are present inside the company. In addition, this chapter sheds light on the dangers posed by a high personnel turnover rate, the constraints imposed by the law, and the competition from emerging industries. Last but not least, it draws attention to the areas that require additional research and emphasizes the necessity of doing a more targeted study for the particular region. This is because the socio-economic and cultural backdrop of West Bengal's retail business is significantly different from that of other regions.

The retail industry is one of the most important industries in which talent management is a vital tool that helps improve employee performance. A number of human resource management methods have been shown to have an impact on the performance of people working in retail organizations, according to previous research.

Recruitment and selection are crucial techniques since they assist in identifying people who may be the most fit for the needs and goals of the company. Almashyakhi (2024) conducted research on talent

management methods such as recruitment and confirmed that these practices have a good link with the degree of employee retention in the public sector. As a result, it is possible that the same relationship exists in the retail sector. Bibi (2019) found that talent attraction through recruiting practices was a good driver of employee performance in healthcare organizations. As a result, Bibi anticipates that the same effects will occur in the retail business. The utilization of these data-driven methods of recruitment also assists merchants in hiring people who are compatible with the culture of the firm, which ultimately results in an improvement in employee morale and loyalty.

Promotion of training and development is a very important factor when it comes to improving employee skill levels and job satisfaction. Almomani et al. (2022) also examined the extent to which talent management practices affected employee job satisfaction, and there is a positive and significant relationship between them and talent management practices in the retail sector, focusing on learning and development. Proper training programmes enhance competency, work satisfaction, and performance among employees, thereby enhancing organizational growth and sustainability.

Applying sound performance management systems helps ensure that employees meet organizational goals. Shahzad et al. (2024) investigated the relationship between strategic HR practices towards talent retention with the help of job satisfaction and work engagement in the context of Pakistan's education sector with a focus on performance management to improve productivity. Talent management practices have been linked to performance, and this study focuses on the link between performance management practices (Nagi & Ali, 2020). Promoting accountability by setting performance standards and behavior feedback raises productivity standards in retail organizations.

Hiring incentive measures and developing competitive rewards – compensation and career advancement – are minimizing turnover and retaining qualified personnel. Almomani *et al.* (2022) also found that talent retention had a statistically significant relationship with employee job satisfaction, signifying its importance in the retail sector. As indicated in a study done by Shahzad *et al.*, (2024) talent retention practices were found to have an impact on employee job performance. This is true because recognizing employees and rewarding them motivates enhanced morale and productivity in the workplace. Employees who feel valued are more motivated to perform their tasks, which benefits the organization.

Consequently, leadership development for the future is a necessary process to stabilize an organization. The positions mentioned above can readily be filled by merchandisers with proper

succession management and contingency preparations to curb business disruption. It ensures that successions are ready to take up other positions within the organization and perform as expected. Career paths also ensure that an organization retains their culture and history and also keeps the employees productive.

Recruitment and selection, training and development, performance management, retention strategies, and succession planning as part of talent management help retail firms come up with competent, dedicated and committed employees. This strategic approach improves performance and delivers organizational goals and objectives, leading to sustainable success in the retail industry.

In the present study, recognition programmes and rewards are the core components of human capital management in retail firms' strategic management. The strategy is intended to recognize a personal contribution, therefore, putting pressure on labor to conform and to be very motivated. Empirical studies confirm the relationship between the cognitive regime and job satisfaction and performance, as demonstrated by Kumari et al. (2021). Within the retail industry, where employee interaction with customers and operational effectiveness are paramount, well-structured recognition programs enable employees to link their successes with the organization's overall objectives.



The function of recognition is threefold. First, recognition is a driver for increasing employee morale (Mabindisa & Legoabe, 2021). When employees feel recognized—be it in the form of formal awards, public recognition, or casual feedback—they are more likely to demonstrate commitment and loyalty. JUMAI (2024) suggests that such non-monetary incentives have a strong influence on the retention of employees, lowering the costs of turnover which are generally high in manpower-intensive sectors. In addition, recognition generates a culture of ongoing improvement through the creation of a spirit of competition and self-motivated excellence.

Incentives of performance, both monetary and non-monetary, also support recognition programs. Financial rewards in the form of bonuses or profit-sharing plans offer something concrete that links employees' efforts with the organization's economic performance. Non-financial rewards, like opportunities for career development, flexible work schedules, or extra leave entitlement, appeal to employees' intrinsic drive. A study by Anwar & Abdullah (2021) highlights that when performance incentives are strategically linked to individual and organizational goals, they not only increase productivity but also improve overall job satisfaction.

Another critical factor is tailoring these programs to the local environment. In West Bengal's retail sector, where there are varied cultural and economic influences, reward and recognition scheme design needs to balance local values and aspirations (Chaudhuri & Bhattacharyya, 2022). Locally adjusted programs that weave in competitive and local traditions can reward individual performance as well as teamwork. Furthermore, incorporating data-driven strategies into these schemes enables managers to spot high-performing employees and tailor incentives based on that, hence leading to sustained employee performance.

Recognition programs and performance incentives are not reward systems but strategic instruments that influence performance, improve job satisfaction, and lower employee turnover. They provide the feedback mechanism required to ensure ongoing professional growth and employee conduct in sync with the continually shifting objectives of retail organizations. Although retail companies in West Bengal are coming together amidst competitive challenges and regulatory obstacles, strategic deployment of these practices is crucial to creating a strong and motivated workforce.

West Bengal's retail sector faces specific challenges and opportunities in human resource management, which directly affects employee performance and organizational lifespan. The key challenge is the high turnover of employees due to the competitive labor market and the evolution of employee expectations. The dynamic nature of the retail sector requires a sustainable flow of competent workers. Still, the high turnover tends to result in higher costs for the study and failure of the provision of services. In addition, strict labor laws, as Dasgupta (2023) provides, provide an additional level of complexity for talent management strategies in the region.

The other is increasing competition with increasing industries such as e-commerce and technology startups. These industries have modern work arrangements that attract attractive benefits and potential talent from traditional retail sales. Therefore, older retailers in West Bengal need to revolutionize their talent management strategies to survive. Woods *et al.*, (2022) argue that the skill gap is also another issue. Fast technological change and customer expectations require a constantly qualified workforce. Inadequate resources and rare training initiatives can undermine the capabilities of retailers to fill such gaps.

Despite these challenges, there is an excellent opportunity for retail organizations to optimize practice management practices. Meanwhile, the vast, growing market size provides large HR sanctuaries. Retail companies can use a complex set and data analysis to determine promising candidates whose

opportunities meet the organizational requirements. In addition, the growth of the retail sector organized in Western Bengal also offers opportunities for strong initiatives to plan career and continuity, which are necessary to ensure long-term stability (Das *et al.*, 2023).

Opportunities also exist in the implementation of new human resources practices such as learning patterns in mixed mode and electronic performance management systems (Lingao, 2024). These systems have the potential to give immediate comments and suitable learning ways, thus increasing the commitment of employees. In addition, the use of local reconnaissance and remuneration schemes can take care of internal and external motivations, forcing employees to feel precious and reasonable.

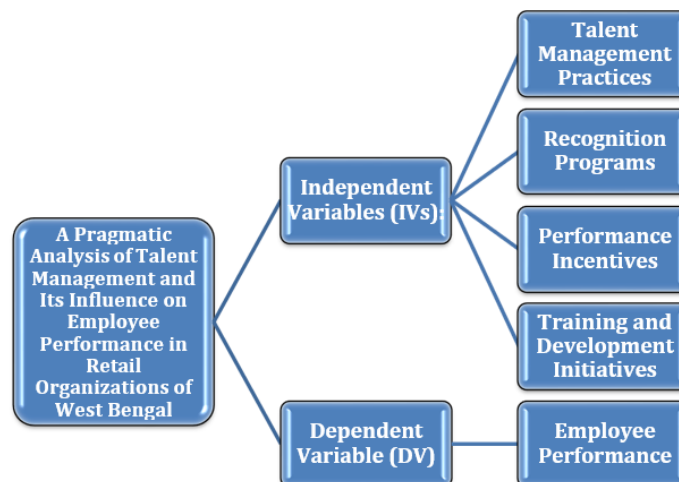


Table 1: Study Gap

Aspect	Study Gap	Implication
Literature Focus	Existing studies extensively cover talent management in various sectors but seldom address West Bengal's retail industry, leading to a limited understanding of local challenges.	The gap results in insufficient context-specific insights for improving HR practices and employee performance.
Recognition & Incentives	Study on recognition and incentive programs is mainly generic and does not account for cultural nuances in West Bengal.	Customized strategies are required to address local employee motivation and retention issues effectively.
Regulatory Environment	Few studies examine the impact of labor regulations on talent management in West Bengal's retail sector.	There is a need for empirical evidence to inform policy and practical HR interventions.

Source: Compiled by the author

Figure: Theoretical Framework





3. METHODOLOGY

This study adopts a quantitative approach with a view to measuring the level of talent management practises and overall employee performance in the retail organization in West Bengal. The reason for choosing the positivist research approach corresponds to the fundamental of positivism that asserts that the only true knowledge is that which is acquired empirically and quantitatively. To further support this claim, taking measures during the research process becomes relevant, it makes perfect sense to use a Likert-scale questionnaire as the data collection instrument and to apply regression analysis in MS Excel to work with the data collected (Snyder, 2019). The quantitative method is appropriate for the study as it can be used to quantify the correlation of talent management practice and employee performance in the retail sector thus offering optimal results.

The study investigates the effect of talent management practices and employee performance within the context of West Bengal's retail industry. Quantitative research has been applied by developing a structured questionnaire with a five-point Likert scale to determine employee perceptions. Closed- ended questions allow the researcher to measure responses; therefore, all participants will have similar

responses (Oliva, 2019). This method will expose the nature and impact of particular talent management practices like acknowledgement, motivation schemes, and development programmes on the level of employee satisfaction and productivity in the retail industry.

In light of this context, the study proposes hypotheses regarding talent management practices and performance hypotheses. To study this relationship, 100 employees of the retail firms operating in West Bengal shall be administered questionnaires. The data will be analyzed using a regression analysis technique which is used to determine the intensity and direction of relationships between the independent and dependent variables. The quantitative data shall have a predictive analysis using a regression model and in particular regression analysis in MS Excel that will assist in drawing patterns and relationships in regard to the talent management practices and employee performance (Sileyew, 2019). This method has been used in research on comparable issues in organizational behavior and human resource management (Park *et al.*, 2020).

As for the data writing, a cross-sectional survey design will be used since data will be collected at one point in time from the sample of employees. This design is more suitable for presenting the nature of the current cause of talent management and its impact on employees' performance, to give a picture of the current scenario in the retail industry of West Bengal. As the methodology of the study is cross- sectional, it enabled an understanding of the current state, impacts of current practices of talent management for its current position and its direct effects on the understanding of employee engagement, and performance (Zolfagharian *et al.*, 2019). Since this work focuses on the present, it provides valuable information for today's context and paints a picture of what is currently going on in retail organizations concerning talent management.

Data Collection

In this survey, the data is collected from 100 employees from retail organizations based in West Bengal through a self-completion structured questionnaire. Consequently, the questionnaire adopts a five-point Likert scale in order to capture employees' attitudes towards talent management practices comprising recognition programmes, performance incentives, and career development with a view to determining the level of impact on the performance of the employees. The Likert scale means that the data collection and analysis can easily be quantified and measured thereby making the results to be more accurate (Oliva, 2019). In collecting the data, Google Forms is used as it offers an easy, secure and organized way of receiving and storing the responses. This tool guarantees anonymity which is very important since people are candid in their feedback in a group setting. The respondents are

selected from various retail organizations to ensure that there is a variety of experience and knowledge levels of the participants. This assures that individual responses cannot be associated with any particular participant, and ethical issues shall be observed during the process. In order to do this, participants' consent is sought, to ensure that they understand the purpose of the study, their rights as participants and that their participation is voluntary (Rahman, 2020).

The questionnaire is delivered online which assures that the procedure of data collection will not be time-consuming. The questions is asked in a structured questionnaire that aims at collecting data concerning talent management procedures and their effects on the enhanced performance of the employees in terms of job satisfaction, motivation, and productivity. It also helps to reduce the number of biases that may be common to members of the sample; it also ensures that all the instrumental variables used in the data collection process are applicable to all the participants. Measures of participants' anonymity and observing ethical standards of academic research will be taken and the data collected will be used strictly for the research's purposes only.

3.2 Data Analysis

On the collected data, regression analysis is used in MS Excel to enable the determination of the relationship between the variables such as talent management practices like; recognition, performance incentives, and career development opportunities, and the outcomes, which are employee performance, job satisfaction, and productivity. Regression analysis is useful in establishing the strength and direction of such relationships and therefore understanding which of the practices poses the greatest impact on employees' performance (Park *et al.*, 2020).



For the purpose of the analysis, the data is pre-processed to eliminate any errors that may affect the analysis and to remove outliers. The quantitative analysis involves the use of descriptive statistics such as mean and standard deviation to analyse the data and summaries the findings on talent management practices as perceived by employees. Using the regression analysis, the current study seeks to evaluate and test the hypotheses and examine the impact of the various talent management practices on the levels of employee performance. All the results are presented in an impartial manner to enhance scholarship (Sileyew, 2019).

All ethical considerations are kept in the process of data analysis and thus the data is kept anonymous and private. There is no monetary usage of the data, and the findings are for research only. The

analysis is quite useful in understanding the nature of talent management and its effects on employees' performance in retail companies in West Bengal.

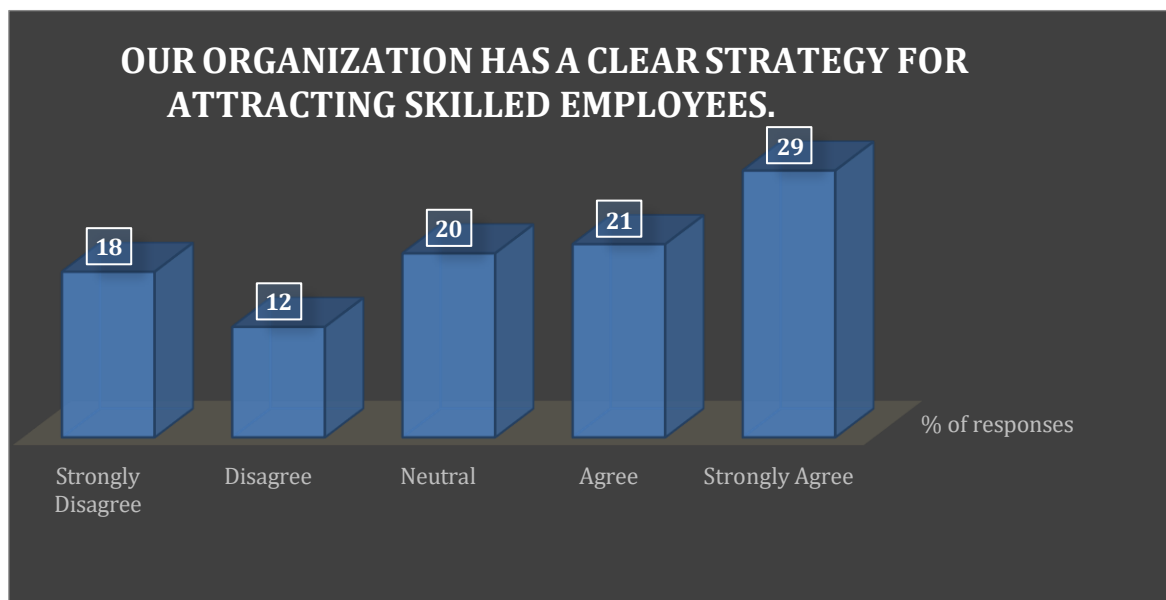
The results of the survey data on talent management techniques and employee performance in the retail sector of West Bengal are the primary emphasis of this outcome. In addition, it offers trends and difficulties associated with the industry, as well as discusses demographic statistics, training techniques, recognition, performance incentives, and career prospects for people working in the business.

In terms of the gender distribution of the respondents, the bulk of the respondents are male, accounting for 52% of the total, while females made up 44% of the total, and the remaining 4% of the respondents consisted of a somewhat diverse group. The fact that the business has a staff that is comprised of individuals who are between the ages of 21 and 40, which accounts for 84% of the overall workforce, is evidence that the organization has a youthful workforce. Due to the fact that 44% of them own a graduate degree and 39% of the respondents have postgraduate level education, it can be concluded that the workforce is comprised of individuals with a high level of education. Regarding the amount of experience that employees have in the retail industry, the majority of them (61%) have worked for a period of four to six years, while 28 per cent have worked for a period of one to three years. The areas that are shown by the data include the level of expertise, the amount of work experience that is modest, and consequently, career growth, training, and the organization's talent management.

RQ1: How do talent management practices affect employee performance in retail organizations in West Bengal?

Based on the results of the survey, it is possible to determine the views of employees regarding the capability of their business to attract the skilled individuals they require. As a result, a significant majority of workers acknowledge the existence of structured efforts in talent acquisition; nonetheless, a sizeable proportion of them are either unaware of these efforts or dissatisfied with them. In light of this, companies must conduct a review of their recruiting strategies, as well as to raise the visibility of employers and to implement hiring processes that are more equitable and open.

Figure: Talent Attraction Strategies



Source: Own Survey

The survey found that 29% of respondents strongly believe that their company has a sound plan on how to obtain suitable talent, whereas 21% of respondents agree with this statement. Twenty per cent of the population expressed uncertainty, twelve per cent expressed opposition and eighteen per cent expressed a strong opposition to the proposal. As a result, even

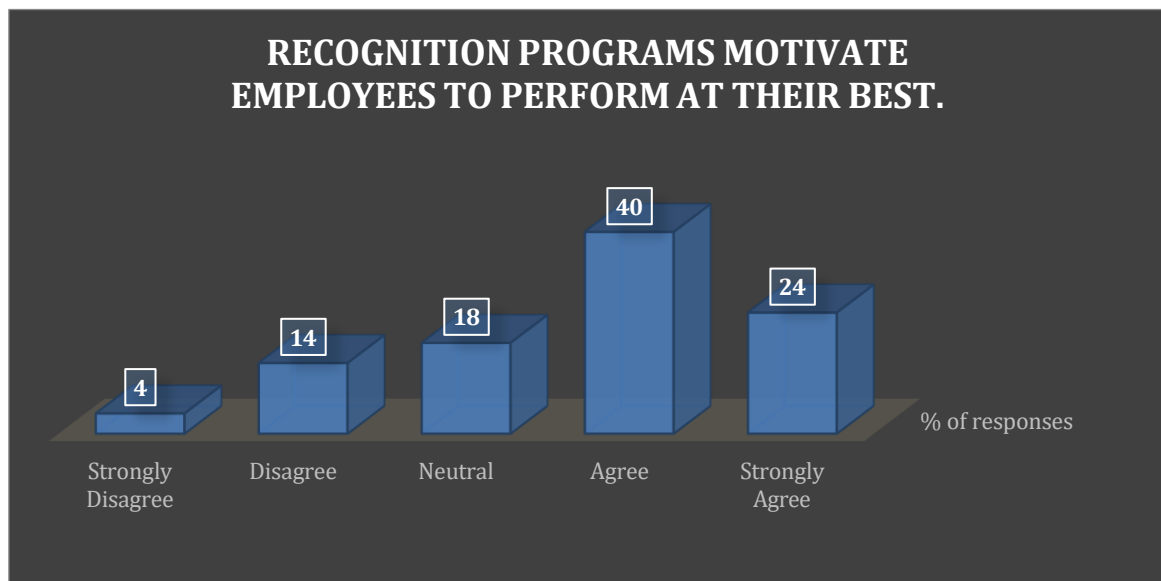


while the majority of people affirm that structured attempts are being made to attract talent, a significant number of people are either uncertain or are not completely satisfied. The need to implement better recruitment techniques, improve employer branding initiatives, and boost overall openness in hiring processes is another issue that businesses need to solve in order to attract the most qualified workers in the retail industry.

RQ2: How do recognition programs impact employee productivity within the retail sector of West Bengal?

The results of the survey provide an accurate representation of the perceived level of disparity in relation to the recognition program as a method of incentive. Some employees are indifferent or even negative about recognition and its impact on performance, despite the fact that a considerable proportion of workers have good attitudes toward recognition and its impact on performance. It is clear from this that there is a pressing need to address the situation regarding recognition inside the business, the equitable distribution of rewards, and the development of more effective methods to inspire the staff members.

Figure: Recognition Programs as a Motivator



Source: Own Survey

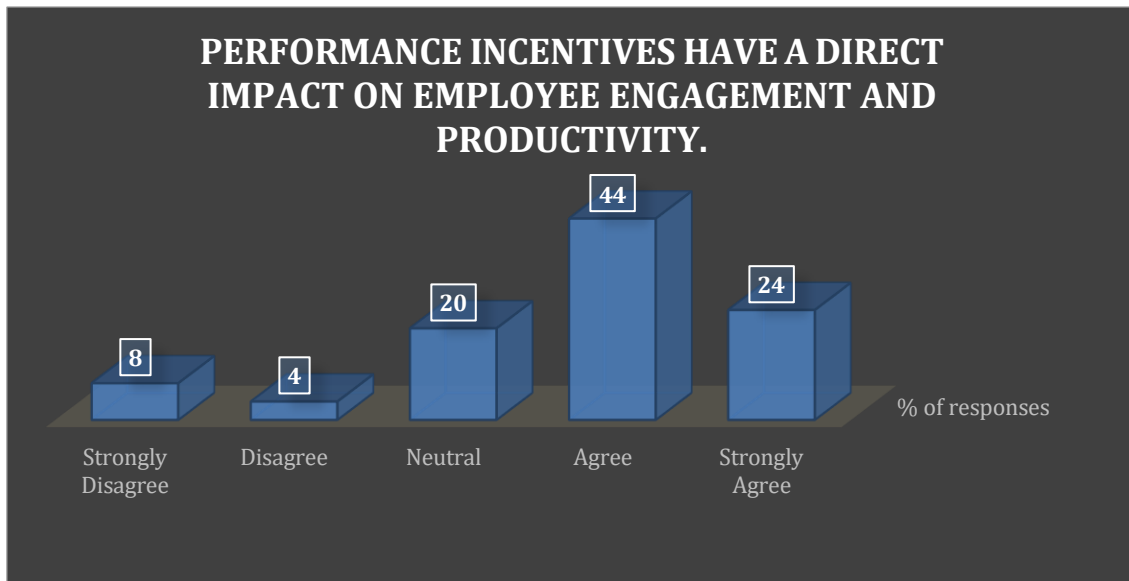
Recognition has the potential to improve employee performance, as stated by forty per cent of respondents, with twenty-four per cent strongly agreeing with this statement. 18% of respondents had no opinion, 14% disagreed with this statement, and 4% strongly disagreed with it. Therefore, despite the fact that a large number of workers and employees considered that recognition programmes were useful instruments for incentives, there were others who were somewhat unsatisfied or just weakly convinced. Increasing employee performance can be accomplished in a number of ways, including improving recognition strategies, ensuring that incentives are distributed fairly, and meeting employee expectations.

RQ3: In what ways do performance incentives influence employee engagement in retail companies in West Bengal?

It was shown that the majority of workers agree that compensation-based incentives are effective in increasing engagement and performance. This was discovered when looking at the working population. However, there is a subset of employees who continue to maintain a neutral stance or even express dissatisfaction, which may suggest that the existing incentive schemes are not aligned with the needs of the workforce. There is a need for improved accuracy in reward management, as well as a greater alignment with performance measures and elements that motivate employees.



Figure: Performance Incentives' Impact on Engagement and Productivity



Source: Own Survey

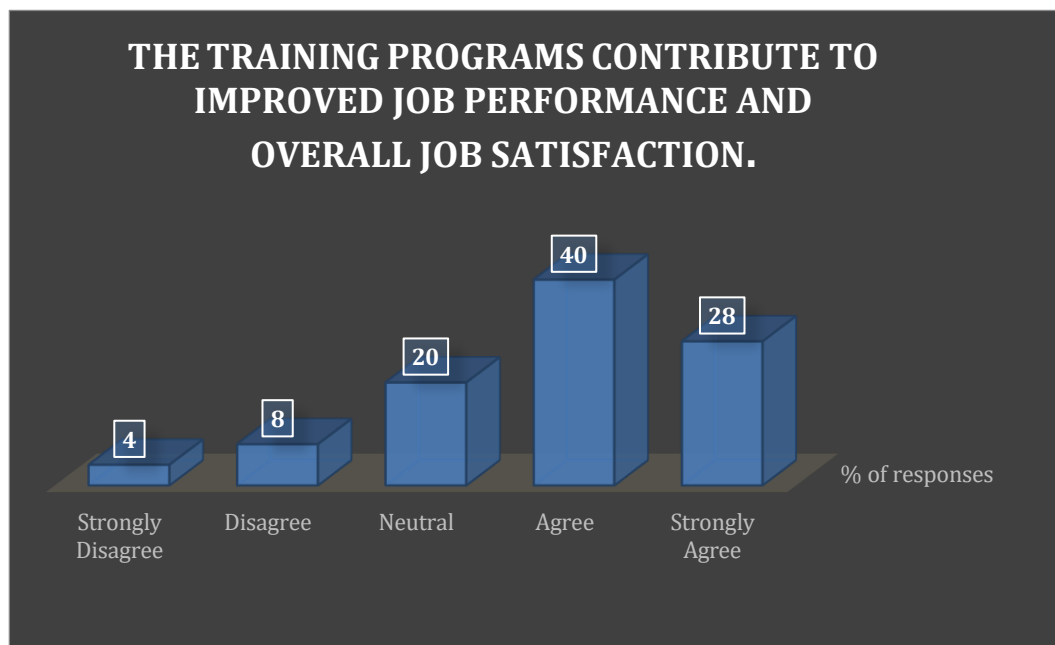
According to the findings of the survey, 48 per cent of respondents believe that compensation-based incentives improve employee engagement and performance, with 24 per cent strongly agreeing with this statement. With 4% of people disagreeing and 8% strongly disagreeing, 20% of people are neutral. According to these findings, the majority of respondents believe that incentives promote performance; nonetheless, a significant number of them are either uninterested or dissatisfied. When it comes to key performance indicators (KPIs), reward management should be more precise and fairer, and it should be linked with what motivates individuals to perform well.

RQ4: How do training and development initiatives contribute to employee job satisfaction and performance in West Bengal's retail industry?

According to the survey, most of the participants agreed that the training programmes have positive effects on job performance and job satisfaction. Nevertheless, there is still a significant percentage of patients who are indifferent or even dissatisfied with the treatment they receive. Several strategies that may be useful for improving the effectiveness of training and other development activities include increasing the training value, relating training to the workplace and experience, and using feedback.



Figure: Impact on Job Performance and Satisfaction



Source: Own Survey

The survey found that 40% of respondents believed that training improves job performance and satisfaction, and 28% strongly agreed. However, 20% were neutral, 8% disagreed, and 4% strongly disagreed. This study shows that while the majority recognize the usefulness of training programs, a significant number are ambivalent. The organization's training efficiency, correspondence between training programmes and positions, and feedback implementation to improve development programme results are continuing recommendations.

The findings indicate that the retail sector employs young, educated people who value skill development, training, and career growth. Employees have conflicting opinions about talent management methods like recognition, performance incentives, and succession planning. The necessity of career development and training is generally accepted, but incentive system transparency and fairness are not. The evidence suggests that boosting communication, transparency, and incentive alignment with employee demands could boost work happiness, performance, and retention.

According to the findings of the study, talent management practices, which include career advancement, training, and recognition, are successful in boosting employee performance and satisfaction levels. For the purpose of achieving effective employee engagement and retention, it is vital to make improvements in the areas of communication and reward fairness.

In the provided regression analysis, we are examining the relationship between the dependent variable (DV): "The training programs contribute to improved job performance and overall job satisfaction" and the independent variable (IV): "Employees receive adequate opportunities for career advancement through training programs". The goal is to assess whether career advancement opportunities through training have a significant impact on employee performance and job satisfaction.



Figure: Regression Analysis

SUMMARY OUTPUT									
<i>Regression Statistics</i>									
Multiple R	0.46291								
R Square	0.214286								
Adjusted R Square	0.206268								
Standard Error	0.947607								
Observations	100								
<i>ANOVA</i>									
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>				
Regression	1	24	24	26.72727	1.24E-06				
Residual	98	88	0.897959						
Total	99	112							
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>	
Intercept	1.9	0.379536	5.006112	2.45E-06	1.146823	2.653177	1.146823	2.653177	
X Variable	0.5	0.096715	5.169843	1.24E-06	0.308073	0.691927	0.308073	0.691927	

Source: Authors own work

Understanding the Regression Statistics

Multiple R (0.46291): This value indicates the correlation between the dependent and independent variables. A value of 0.46 suggests a moderate positive correlation between the two variables, indicating that as employees receive more opportunities for career advancement through training, their job performance and job satisfaction may improve.

R-Squared (0.214286): This value represents the proportion of variance in the dependent variable (employee performance and satisfaction) that can be explained by the independent variable (career advancement through training). In this case, about 21.43% of the variation in employee performance and satisfaction is presented by the training opportunities for career advancement. While this is a moderate value, other factors, aside from career advancement opportunities, may also contribute to employee performance.

Adjusted R-Squared (0.206268): This value adjusts the R-squared for the number of independent variables used in the model. Since the model only includes one independent variable, the adjusted R-squared is very close to the R-squared value, showing that the model is reasonably accurate in explaining the data.

Standard Error (0.947607): This is the standard deviation of the residuals (the differences between observed and predicted values). A lower standard error indicates that the data points are closer to the regression line, suggesting that the model fits the data well. In this case, the error value of 0.95 is moderate.

Observations (100): The regression analysis was based on 100 observations, which is a decent sample size for this type of analysis.

Analyzing the ANOVA Table

The ANOVA table helps determine whether the regression model as a whole is statistically significant.

F-Statistic (26.72727): The F-statistic tests the overall significance of the model. In this case, the F-statistic is 26.73, which is relatively high, suggesting that the independent variable has a significant effect on the dependent variable.

Significance F (1.24E-06): The p-value for the F-statistic is 1.24E-06, which is extremely small (much smaller than the standard significance level of 0.05). This indicates that the overall regression model is statistically significant and that the independent variable does indeed have an effect on the dependent variable.

Interpreting Coefficients and P-values

Intercept (1.9): The intercept represents the expected value of the dependent variable when the independent variable is zero. In this case, when there are no opportunities for career advancement through training, the predicted employee performance and job satisfaction would be 1.9. However, this value may not have much practical significance in isolation.



The coefficient for X Variable (0.5): The coefficient for the independent variable (career advancement opportunities) is 0.5, meaning that for each unit increase in the independent variable

(e.g., providing more career advancement opportunities), the dependent variable (employee performance and satisfaction) is expected to increase by 0.5 units. This suggests a positive relationship between career advancement opportunities and employee performance.

P-Value (2.45E-06): The p-value for the independent variable is 2.45E-06, which is much less than 0.05, indicating that the independent variable is statistically significant and has a meaningful impact on the dependent variable.

Confidence Interval (Lower 95%: 0.308073, Upper 95%: 0.691927): The confidence interval for the coefficient suggests that we are 95% confident that the actual value of the coefficient lies between

0.31 and 0.69. This further confirms that the relationship between career advancement opportunities and employee performance is statistically significant.

Decision on Hypothesis Testing

Null Hypothesis (H₀): There is no significant relationship between talent management practices and employee performance in retail organizations in West Bengal.

The p-value for the independent variable is 2.45E-06, which is much smaller than the standard significance level of 0.05. This means that we reject the null hypothesis (H₀) in favour of the Alternative Hypothesis.

Alternative Hypothesis (H₁): There is a significant positive relationship between talent management practices and employee performance in retail organizations in West Bengal.

Since the p-value is very small and the F-statistic is high, we accept the Alternative Hypothesis (H₁). The analysis suggests a significant positive relationship between providing career advancement opportunities through training and employee performance in retail organizations in West Bengal.

Based on the regression analysis, we conclude that career advancement opportunities through training programmes have a significant positive impact on employee performance and job satisfaction. The relationship is statistically significant, with the p-value far below the threshold of 0.05, and the R-squared value indicating that career advancement opportunities can explain 21.43% of the variation in employee performance. Retail organizations in West Bengal can use this information to design more effective talent management practices, particularly in enhancing training and career development initiatives, to improve overall employee performance and satisfaction.

4. CONCLUSION

The analysis sheds light on the different aspects of talent management that would make it possible to improve employee performance and happiness in the retail industry in West Bengal where the study was conducted. Despite the fact that employees express a general appreciation for factors such as career mobility, training, and promotional programs, the data suggest that there is a problem with communication, there is a problem with dedication, and there is a problem with congruence with employee expectations. When it came to succession planning and performance awards, both of which are areas in which the organization could use some development, the employees' perceptions were comparatively less favorable. This is because both of these areas are areas in which the organization could use some improvement. However, there are requests for a more scientific approach to the management of talents and for a more equal link between compensation and performance in order to promote staff retention and productivity. These recommendations are being made in an effort to improve both of these aspects.

Recommendations

- a) It is important to enhance the openness measures that are used within talent management, particularly in the areas of recruitment, recognition, and punishment.
- b) To reduce the likelihood of bias, the policies governing the standardization of performance measurement and reward should have well-defined aims and objectives.
- c) Enhance the effectiveness of communication regarding the opportunities for promotion and training, and make certain that employees are aware of the various growth opportunities that are accessible to them.
- d) Additionally, it is of the utmost importance to modify the training programs and bring them up to date as required in order to guarantee that the skills that are being taught are in line with the objectives of the company.
- e) In order to give employees visible career ladders, it is important to encourage methodical practices with regard to succession planning.

It is important to make sure that incentive systems are suitably linked to individual and team goals in order to boost inspiration and motivation.



REFERENCES

- [1] Addair, A. (2019). Retail Employee Motivation And Performance. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=8725&context=dissertations>
- [2] Almashyakhi, A. M. (2024). Talent Management Practices And Employee Retention: Does It Make A Difference? *Merits*, 4(4), 453–462. <https://doi.org/10.3390/merits4040032>
- [3] Almomani, L. M., Obeidat, B. Y., & Sweis, R. (2021). The Impact Of Talent Management Practices On Employees' Job Satisfaction. *International Journal Of Business Environment*, 1(1), 1. <https://doi.org/10.1504/Ijbe.2021.10043619>
- [4] Anwar, G., & Abdullah, N. N. (2021). The Impact Of Human Resource Management Practice On Organizational Performance. *International Journal Of Engineering, Business And Management (IJEBM)*, 5. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3824689
- [5] Bhattacharyya, B. (2024). Employment Generation In The Organized Retail Sector: An Assessment Of Its Impact In West Bengal. *Res. In Multi*, [Online] 3, P.68. Available At: <https://multiarticlesjournal.com/uploads/articles/IJCRM-2024-3-5-49.pdf> [Accessed 8 Mar. 2025].
- [6] Bibi, M. (2019). Impact Of Talent Management Practices On Employee Performance. *SEISENSE Journal Of Management*, 2(1), 22–32. <https://doi.org/10.33215/sjom.v2i1.83>
- [7] Chaudhuri, S., & Bhattacharyya, S. (2022). Baluchari As The Cultural Icon Of West Bengal: Reminding The Glorious Heritage Of India. *International Journal Of Textile And Fashion Technology*, 12(1), 21-34. https://www.studygate.net/profile/samhita-chaudhuri-4/publication/361670816_BALUCHARI_AS_THE_CULTURAL_ICON_OF_WEST_BENGA_L_REMINDING_THE_GLORIOUS_HERITAGE_OF_INDIA/links/62bf1f07c0556f0d631479e7/baluchari-as-the-cultural-icon-of-west-bengal-reminding-the-glorious-heritage-of-india.pdf
- [8] Das, J. K., Mondal, S., & Roy, A. (2023). A COMPARATIVE STUDY OF STRESS VARIABLES AMONG EMPLOYEES OF Ites AND RETAIL SECTOR IN KOLKATA,
- [9] INDIA. *International Journal Of Information, Business And Management*, 15(1), 14-41. <https://search.proquest.com/openview/e08640d1ab1ee3d4b2eddb6d37299018/1?pq-origsite=gscholar&cbl=2032142>
- [10] Dasgupta, B. (2023). Towards A Comprehensive Index Of Labour Law Reform And Ranking Of States. *Arthaniti: Journal Of Economic Theory And Practice*, 22(2), 181-205. <https://journals.sagepub.com/doi/abs/10.1177/0976747921989149>
- [11] Hongal, P., & Kinange, U. (2020). A Study On Talent Management And Its Impact On Organisation Performance-An Empirical Review. *International Journal Of Engineering And Management Study (IJEMR)*, 10(1), 64-71. <https://papers.ssrn.com/sol3/delivery.cfm?abstractid=3559991>
- [12] Ishfaq, R., Darby, J., & Gibson, B. (2024). Adapting The Retail Business Model To Omnichannel Strategy: A Supply Chain Management Perspective. *Journal Of Business Logistics*, 45(1), E12352. <https://onlinelibrary.wiley.com/doi/abs/10.1111/jbl.12352>
- [13] JUMAI, N. J. (2024). EFFECT OF MONETARY AND NON-MONETARY REWARDS ON EMPLOYEE ENGAGEMENT OF NON-TEACHING STAFF OF FEDERAL POLYTECHNIC BIDA. *LAPAI INTERNATIONAL JOURNAL ADMINISTRATION*, 7(2), 192-204. <https://www.atlantispress.com/proceedings/Irthi-24/126000752>
- [14] Kumari, K., Barkat Ali, S., Un Nisa Khan, N., & Abbas, J. (2021). Examining The Role Of Motivation And Reward In Employees' Job Performance Through Mediating Effect Of Job Satisfaction: An Empirical Evidence. *International Journal Of Organizational Leadership*, 10(4), 401-420. https://ijol.cikd.ca/article_60606.html
- [15] Lawrence, W., & Koffi, S. P. (2024). Talent Management Practices And Employee Job Performance In Niger Mills Company Limited, Calabar, Cross River State, Nigeria. *IIARD INTERNATIONAL JOURNAL OF ECONOMICS AND BUSINESS MANAGEMENT*, 9(9), 70–87. <https://doi.org/10.56201/ijebm.v9.no9.2023.pg70.87>
- [16] Lingao, L. (2024). A Feasibility Study On The Application Of Artificial Intelligence On The Human Resource Practices Among Manufacturing Companies In China. *Journal Of Digitainibility, Realism & Mastery (DREAM)*, 3(02), 69-75. <https://dreamjournal.my/index.php/DREAM/article/view/211>
- [17] Mabindisa, T. J., & Legoabe, R. (2021). Factors Contributing To Low Employee Morale At A South African State Owned Entity In Financial Distress. *African Journal In Education And Transformation*, 1(2), 87-101. <https://www.studygate.net/profile/reginald->



- Legoabe/Publication/356251126_Factors_Contributing_To_Low_Employee_Morale_At_A_South
H_African_State_Owned_Entity_In_Financial_Distress/Links/61932be2d7d1af224bf4b580/Facto
Rs-
Contributing-To-Low-Employee-Morale-At-A-South-African-State-Owned-Entity-In-
Financial-
Distress.Pdf
- [18] Mohajan, H.K., (2020). Quantitative Study: A Successful Investigation In Natural And Social Sciences. *Journal Of Economic Development, Environment And People*, 9(4), Pp.50-79. https://Mpra.Ub.Uni-Muenchen.De/105149/1/MPRA_Paper_105149.Pdf
- [19] Nagi, D. M., & Ali, M. (2020). The Effect Of Talent Management Practices On Employee Performance. *Ssrn.Com*. https://Papers.Ssrn.Com/Sol3/Papers.Cfm?Abstract_Id=3712229
- [20] Nugroho, B.S., Annasit, A., Hamid, F.A., Furqon, Z. & Setyono, A. (2025). The Effect Of Talent Management, Performance Incentives, And Recognition Programs On Employee Productivity In The Retail Industry In Central Java. *West Science Social And Humanities Studies*, 3(01), Pp.47– 58. [Doi:https://Doi.Org/10.58812/Wsshs.V3i01.1661](https://doi.org/10.58812/Wsshs.V3i01.1661).
- [21] Oliva, R., (2019). Intervention As A Study Strategy. *Journal Of Operations Management*, 65(7), Pp.710-724. https://www.studygate.net/profile/Rogelio-Oliva/Publication/335989111_Intervention_As_A_Study_Strategy/Links/5d98e75b92851c2f70eefc5d/Intervention-As-A-Study-Strategy.Pdf
- [22] Park, D., Bahrudin, F.I. & Han, J., (2020). Circular Reasoning For The Evolution Of Study Through A Strategic Construction Of Study Methodologies. *International Journal Of Quantitative And Qualitative Study Methods*, 8(3), Pp.1-23. https://www.studygate.net/profile/Fadzli-Irwan-Bahrudin/Publication/377984016_CIRCULAR_REASONING_FOR_THE_EVOLUTION_OF_STUDY_THROUGH_A_STRATEGIC_CONSTRUCTION_OF_STUDY_METHODOLOGIE_S/Links/65c215721bed776ae333481f/CIRCULAR-REASONING-FOR-THE-EVOLUTION-OF-STUDY-THROUGH-A-STRATEGIC-CONSTRUCTION-OF-STUDY-METHODOLOGIES.Pdf
- [23] Rahman, M. S. (2020). The Advantages And Disadvantages Of Using Qualitative And Quantitative Approaches And Methods In Language “Testing And Assessment” Study: A Literature Review. <https://pearl.plymouth.ac.uk/bitstream/handle/10026.1/16598/EJ1120221.pdf?sequence>
- [24] Shahzad, M. F., Martins, J. M., Rita, J., Xu, S., & Mushtaq, H. M. (2024). Assessing The Impact Of Strategic HR Practices On Talent Retention Through Job Satisfaction And Work Engagement: Moderating Role Of Psychological Empowerment. *SAGE Open*, 14(3). <https://doi.org/10.1177/21582440241281836>
- [25] Sharma, S. (2024). Retail Industry In India: Overview Of Retail Sector, Market Size, Growth. [Online] *Indian Retailer*. Available At: <https://www.indianretailer.com/article/retail-business/retail/retail-industry-india-overview-retail-sector-market-size-growth> [Accessed 8 Mar. 2025].
- [26] Sileyew, K.J., (2019). Study Design And Methodology (Vol. 7). Cyberspace. <https://www.intechopen.com/chapters/68505>
- [27] Snyder, H., (2019). Literature Review As A Study Methodology: An Overview And Guidelines. *Journal Of Business Study*, 104, Pp.333-339. <https://www.sciencedirect.com/science/article/pii/S0148296319304564>
- [28] Spectrum Talent Management. (2024, February 14). Retail Staffing and Recruitment Challenges In India’s Sector. *Spectrum Talent Management*. <https://www.stmpl.co.in/retail-staffing-and-recruitment-challenges-in-india/>
- [29] Woods, R., Doherty, O., & Stephens, S. (2022). Technology Driven Change In The Retail Sector: Implications For Higher Education. *Industry And Higher Education*, 36(2), 128-137. <https://journals.sagepub.com/doi/abs/10.1177/09504222211009180>
- [30] Zolfagharian, M., Walrave, B., Raven, R. And Romme, A.G.L., (2019). Studying Transitions: Past, Present, And Future. *Study Policy*, 48(9), P.103788. <https://www.sciencedirect.com/science/article/pii/S0048733319301039>

