

A Study on Talent Management Practices, Motivation and Their Impact on Job Satisfaction Among Multigenerational Workforce in Automotive Industries with Reference to Ranipet District, Tamilnadu, India.

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Abstract

Talent management has gained recognition as a strategic human resource technique that allows businesses to attract, develop, engage, and retain talented employees in a highly competitive business climate. Because employees from different generations have varied expectations, attitudes, and work preferences, having a multigenerational workforce in the automotive sector offers special opportunities and problems. This study focuses at how talent management practices affect multigenerational employees job satisfaction in the automotive sector, with a focus on Ranipet District. Using a standardised questionnaire, 380 workers in the automotive industry provided primary data for the study, which used a descriptive research approach. The data were analysed using statistical techniques such as multiple regression analysis, correlation analysis, chi-square tests, and percentage analysis. Compensation and benefits, growth and learning opportunities, organisational culture and policies, interpersonal relationship, talent enhancement, and diversity and inclusion were among the dimensions used in the study to evaluate talent management methods. The study suggests that organisations in the automotive industry should boost talent management initiatives by implementing

inclusive and generation-sensitive strategies that accommodate employees' different requirements. These methods can increase employee retention, increase job satisfaction, and support long-term organisational success.

Keywords: Talent Management, Motivation, Job Satisfaction, Multigenerational Workforce

I. INTRODUCTION

Organisations are recognising more and more that human resources is a vital source of competitive advantage in the fast-paced commercial world of today. Talent management has become a key strategy for recruiting, training, motivating, and retaining employees whose abilities and competences are important to the success of the company. Organisations may handle workforce issues, improve employee engagement, increase productivity, and achieve long-term sustainability with the aid of effective people management techniques. One of the key industries supporting India's industrial expansion, job creation, and economic growth is the automotive sector. Automation, globalisation, rapid technology breakthroughs, and shifting labour expectations have forced automotive companies to prioritise talent management as an essential strategic role. The sector needs a highly qualified and driven staff that can adjust to ongoing organisational and technical changes. The existence of multiple generations inside the same business is a characteristic of the modern workforce. Employees from Generation Z (born after 1996), Generation Y or Millennials (born between 1981 and 1996), and Generation X (born between 1965 and 1980) frequently collaborate, bringing a variety of views, values, expectations, and professional goals. Organisations face specific difficulties when managing such a multigenerational workforce, especially when it comes to creating talent management strategies that cater to the diverse needs of various age groups. An important outcome of good talent management is job satisfaction. Employees are more likely to be motivated, committed, and satisfied with their jobs if they believe that the organization's policies are fair, encouraging, and developmental. On the other hand, poor talent management techniques can result in staff turnover, absenteeism, and a lack of satisfaction. Therefore, it is crucial for organisational performance to comprehend how talent management strategies relate to multigenerational employees' job satisfaction. In Tamil Nadu, Ranipet District has become a major industrial hub, especially in the manufacturing and automotive industries. The region is a perfect place to study the effectiveness of talent management strategies and their impact on employee job satisfaction because it has a number of automotive firms that employ people from various generations. This study intends to evaluate the degree of talent management practices, measure employee job satisfaction, and investigate the influence of talent management

aspects on job satisfaction among the multigenerational workforce in Ranipet District's automotive industries.

Review of Literature

Mellahi and Collings (2009), talent management is the systematic procedure of identifying important roles that support long-term competitive advantage and creating sources of talent to fill these roles. Effective talent management improves organisational performance and staff retention, according to the authors. Their research made clear how crucial it is to strategically match organisational goals with talent management procedures. Schuler and Tarique (2010) Recruitment, development, performance management, and retention were found to be essential elements of talent management systems, who looked at talent management from a worldwide viewpoint. According to the report, companies that used complete personnel management strategies were better able to sustain employee satisfaction and commitment. Staffelbach, Bethke-Langenegger, and Mahler (2011), the researchers looked into the connection between organisational performance and talent management practices. According to their findings, succession planning and employee development opportunities greatly increased employee satisfaction and motivation. The report stressed how crucial it is to incorporate learning and development programs into frameworks for talent management. Dries (2013), after researching the development of talent management, Dries arrived to the conclusion that companies need to establish individualised talent development programs in addition to typical HR procedures. According to the survey, employees reported higher levels of dedication and job satisfaction when they felt that their organization supported their professional development. Bhatnagar (2007), examined talent management practices in Indian organizations and found that career development opportunities, leadership support, and employee empowerment significantly influenced employee engagement and retention. In order to increase employee satisfaction and organisational effectiveness, the study recommended that organisations make investments in talent development. Schäfer and Festing (2014), transparent talent management procedures had a good impact on employee trust, motivation, and job satisfaction, according to the authors' analysis of how talent management affected employee views. Their results made clear how important it is for talent management systems to be inclusive and fair. Matthijs Bal, Lub, Bijvank, and Blomme (2012), The disparities in employment expectations between generations were the main focus of this study. The results showed that whereas older employees prioritised employment security and work-life balance, younger employees preferred learning opportunities and career growth. The study proved the need for talent management techniques tailored to each generation. Twenge (2010), investigated on how work values differed throughout generations

and discovered that employee expectations for rewards, recognition, career advancement, and workplace flexibility varied significantly. The study came to the conclusion that in order to effectively manage a multigenerational workforce, organisations must modify their HR procedures. Lenka and Naim (2018), investigated talent management practices across generations, they discovered that career management, staff development, and mentoring greatly increased organisational commitment and job happiness. Customised talent management strategies are crucial for varied workforce groupings. Jago and Deery (2015), The authors looked at variables that affect employee satisfaction and retention. According to their findings, job satisfaction was significantly influenced by training programs, career prospects, organisational support, and a pleasant workplace culture. It has been discovered that good talent management techniques increase employee engagement and lower inclinations to leave. Sinisterra, Peñalver, and Salanova (2024), discovered in a PRISMA-based systematic review of 43 papers, that there is still disagreement about the definition and assessment of talent management. In addition to highlighting the significance of looking at mediating mechanisms and demographic aspects like age and organizational tenure, their review demonstrated that effective talent management practices are typically linked to higher employee engagement and lower turnover intention. Theodorsson and Dosanjh (2026), illustrated the increasing significance of technological change in talent management, especially with regard to HR and AI technologies. Simultaneously, the systematic review that specifically looked at talent management and Generation Z discovered that a large portion of the literature currently available on attraction and retention was created with earlier generations in mind, raising concerns about the suitability of traditional talent-management practices for Generation Z.

Research Gap

Previous research has demonstrated a favourable correlation between talent management strategies and employee outcomes like commitment, motivation, job satisfaction, and retention. However, not much study has explicitly looked at how talent management practices affect a multigenerational workforce's job satisfaction in the automotive sector, especially in the Ranipet District. Additionally, additional research is needed to determine how different aspects of talent management such as pay and benefits, chances for growth and learning, organisational culture, interpersonal connections, talent improvement, and diversity and inclusion—have an impact. By concentrating on workers from various generations employed in the automotive sector in Ranipet District, this study aims to close these gaps.

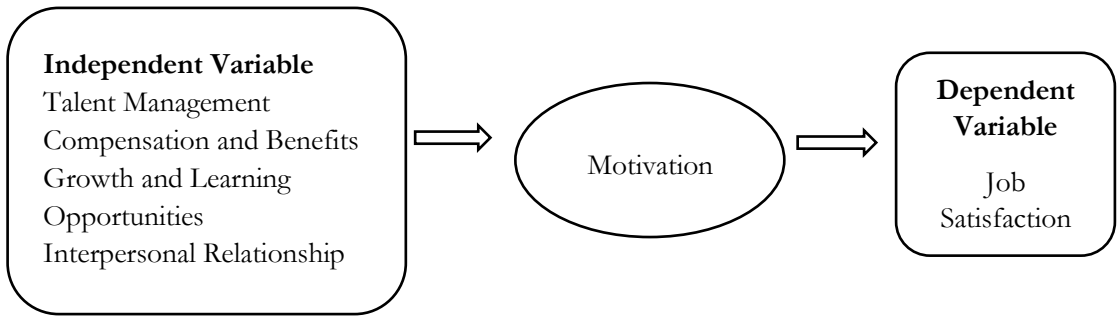
Need for the Study

One of the main drivers of employment and industrial growth in Ranipet District is the automotive sector. Organisations must manage a variety of

expectations, work values, career aspirations, and motivational variables due to the presence of employees from multiple generations, including Baby Boomers, Generation X, Millennials, and Generation Z. In order to recruit, develop, engage, and retain workers across various generations, effective talent management practices are now important. Organisations are becoming aware more and more that human resources are a strategic advantage in the current competitive business environment. Employee attitudes and behaviours are greatly influenced by talent management practices, including pay and benefits, opportunities for growth and learning, organisational culture and policies, interpersonal relationships, talent enhancement programs, and diversity and inclusion initiatives. Because it influences employee engagement, productivity, retention, and overall organisational performance, job satisfaction is one of these outcomes that is very important. Because employees from different age groups may have different expectations about rewards, career advancement, work-life balance, communication styles, and workplace culture, managers have particular problems when dealing with a multigenerational workforce. Dissatisfaction, reduced engagement, increased preferences to leave, and decreased organisational performance could result from ignoring these disparities. Although several studies have investigated talent management and job satisfaction separately, limited research has been conducted on their relationship in the context of a multigenerational workforce in the automotive industry, particularly in Ranipet District. The purpose of this study is to evaluate the current talent management strategies used in the automotive sector, look at how they affect employee job satisfaction, and determine how different generations see these practices. The study conclusions will assist companies in developing successful personnel management plans that meet the demands of a multigenerational workforce, raise employee satisfaction, increase retention, and support long-term organisational growth and competitiveness.

Conceptual Framework

The conceptual framework clarifies the connection between job satisfaction and talent management practices among multigenerational workers in the automotive sector. The theory suggests that while generational differences may have an impact on the quality of these relationships, effective talent management methods have a favourable impact on employees' motivation and job satisfaction. The independent variables for the study are talent management, compensation and benefits, growth and learning opportunities, interpersonal relationship and dependent variables are motivation and job satisfaction.



Conceptual framework of talent management, motivation and job satisfaction

Objectives of the Study

1. To evaluate the level of talent management practices among employees in the automotive sector in relation to the Ranipet District.
2. To identify the connection between employee motivation and talent management practices in the automotive sector.
3. To investigate how employee motivation affects multigenerational employees job satisfaction.
4. To examine how talent management practices affect employees of various generations job satisfaction.
5. To explore into how employee motivation affects the relationship between job satisfaction and talent management practices.
6. To suggest measures for improving talent management practices in automotive industries.

Hypothesis of the Study

H1: There is no significant difference in the level of talent management practices among employees.

H2: There is no significant relationship between talent management practices and employee motivation in the automotive sector.

H3: Employee motivation has no significant effect on job satisfaction among multigenerational employees.

H4: Talent management practices have no significant effect on job satisfaction among employees of different generations.

H5: There are no significant differences among generational groups regarding perceptions of talent management practices, employee motivation, and job satisfaction.

Research Methodology

Research Design

The impact of talent management methods on job satisfaction among the multigenerational workforce in automotive industry with reference to Ranipet District is examined in this study using a descriptive and analytical research design. While the analytical technique looks at the links between the study variables, the descriptive approach helps in understanding the current state of talent management practices, motivation, and job satisfaction. Area of the study consists of Automotive Industries in Ranipet District, Tamil Nadu, India. The population of the study are employees working in Automotive Industries of Generations X, Y and Z. Sample size are 200 employees of selected Automotive Industries. Sources of data consists of both primary and secondary data. Instruments used for data collection is a structured questionnaire as a primary instrument. The questionnaire consists of two sections

Section I Demographic variables

Section II Study variables

Independent variables

1. Talent Management
2. Compensation and Benefits
3. Growth and Learning Opportunities
4. Interpersonal Relationship
5. Employee Motivation

Dependent variable

1. Job Satisfaction

Responses are measured using a five-point Likert scale ranging from: 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree

Reliability test: Cronbach's Alpha is used to evaluate the questionnaire's internal consistency; a value greater than 0.70 is deemed satisfactory.

Tools for data analysis: The collected data were analysed using SPSS. The statistical tools used are frequency and percentage analysis, t test, chi-square, correlation and regression analysis

Findings And Suggestions

Table No. 1.1
Reliability Test (Cronbach's Alpha)

S. No	Construct	No. of Items	Cronbach's Alpha	Reliability Level
1	Talent Management	7	0.920	Excellent
2	Compensation and Benefits	7	0.881	Good
3	Growth and Learning Opportunities	7	0.909	Excellent
4	Interpersonal Relationship	7	0.884	Good
5	Motivation	7	0.869	Good
6	Job Satisfaction	7	0.828	Good

Source: Computed Data

Descriptive Analysis on the Sample

Table No. 1.2
Descriptive Analysis of Talent Management

S. No	Statements	Mean	SD
1	Talent is developed against a defined set of skills/competencies.	2.11	0.372
2	There are regular talent reviews at which development needs are discussed in the organisation.	1.67	0.635
3	My organisation is concerned with the long-term development of talent management for employees.	1.84	0.608
4	Job rotation increases knowledge & efficiency for employees in the organisation.	1.65	0.641
5	I am very happy with the current talent management practices followed in organisation.	1.82	0.577
6	It is promising to see an equal share of work collaboration among employees.	1.67	0.619
7	The emphasis of training in this organization is to develop individual potential.	1.82	0.522

Source: Computed Data

Inference: From the Table No 1.2, the highest mean score is 2.11 for the statement “talent is developed against a defined set of skills/competencies” indicating that employees strongly perceive that talent development is based on clearly defined competencies and skill requirements and the lowest mean score 1.65 is for job rotation increases knowledge & efficiency for employees in the organisation” suggesting comparatively lower agreement regarding the effectiveness of job rotation, although the perception remains positive.

Null Hypothesis: There is no significant difference between male and female with respect to Motivation

Table No. 1.3

T-test for significant difference between gender with respect to motivation

S. No	Statements	Gender				T-value	P-value
		Male		Female			
		Mean	SD	Mean	SD		
1	My organisation uses motivation of employees as job shadowing as a technique of training.	1.99	0.342	2.08	0.433	1.328	0.034*
2	Organisation recognises employees who have skills and experience which motivates employees to perform well.	1.71	0.702	1.57	0.555	1.118	0.056
3	Organisation regularly communicates key performance indicators (KPIs) that are needed from the employees which acts as a	1.95	0.519	1.70	0.520	2.626	0.019*

	motivation for employees.						
4	Organisation uses talent management programmes to develop core competencies of employees.	1.71	0.693	1.49	0.507	1.813	0.039*
5	Adequate career growth opportunities are available in the organization for those who perform well.	1.83	0.547	1.70	0.520	1.333	0.059
6	Succession planning creates more confidence in the employees to perform their duties.	1.64	0.607	1.57	0.502	0.657	0.182
7	Organisation uses talent management strategies for catering individual growth needs.	1.84	0.483	1.84	0.501	0.030	0.848

Note:1. ** denotes significant at 1% level

2. * denotes significant at 5% level

Inference: From the Table No. 4.3, since P value is less than 0.05, null hypothesis is rejected at 5% level with regard to factors of organisation uses motivation of employees as job shadowing as a technique of training, organisation regularly communicates key performance indicators (KPIs) that are needed from the employees which acts as a motivation for employees, organisation uses talent management programmes to develop core competencies of employees. There is no significance difference between male and female employees with regard to factors of organisation recognises employees who have skills and experience which motivates

employees to perform well, adequate career growth opportunities are available in the organization for those who perform well, succession planning creates more confidence in the employees to perform their duties, organisation uses talent management strategies for catering individual growth needs, since P value is greater than 0.05, null hypothesis is accepted at 5% level with regard to organisation recognises employees who have skills and experience which motivates employees to perform well, adequate career growth opportunities are available in the organization for those who perform well, succession planning creates more confidence in the employees to perform their duties, organisation uses talent management strategies for catering individual growth needs.

Table 1.4
Pearson Correlation Coefficient Between Talent Management and Job Satisfaction

Variable Relationship	Pearson r	p-value	Interpretation
TMP ↔ Motivation	0.551**	< 0.001	Positive, strong relationship
TMP ↔ Job Satisfaction	0.265**	< 0.001	Positive, weak-to-moderate relationship
Motivation ↔ Job Satisfaction	0.456**	< 0.001	Positive, moderate relationship

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

Source: Computed Data

Inference: From the table No 1.4, The results indicate that Talent Management Practices have a positive and statistically significant relationship with Employee Motivation ($r = 0.551$, $p < 0.001$). This suggests that employees who perceive higher levels of talent management practices also tend to report higher levels of motivation. Talent Management Practices are positively and significantly correlated with Job Satisfaction ($r = 0.265$, $p < 0.001$). Although the relationship is relatively weaker, the finding indicates that better talent management practices are associated with higher job satisfaction among employees. The correlation between Employee Motivation and Job Satisfaction is also positive and statistically significant ($r = 0.456$, $p < 0.001$), indicating that employees with higher motivation tend to report higher levels of job satisfaction. Overall, all three variables are positively and significantly associated with one another at the 1% level.

Suggestions

- Organizations should implement structured succession planning, career management programs, and performance appraisal systems that provide constructive feedback and opportunities for professional growth.
- Customized employee engagement initiatives can help address generational differences and improve overall workplace harmony.
- Organizations should focus on enhancing employee well-being by introducing work-life balance initiatives such as flexible working arrangements, wellness programs, stress management workshops, and employee assistance programs.
- Regular employee satisfaction surveys and feedback systems should also be conducted to assess employee perceptions regarding talent management practices and workplace conditions. The insights gained from these assessments can help management identify areas requiring improvement and formulate appropriate strategies for enhancing employee satisfaction.
- Continuous improvement in talent management practices will not only enhance job satisfaction but also increase productivity, organizational commitment, employee retention, and overall business performance in the highly competitive automotive industry.

II. CONCLUSION

This study examined at how talent management practices affected multigenerational employees job satisfaction in Ranipet District Automotive Industries. The results show that employee motivation and job satisfaction are significantly impacted by talent management practices. Employee motivation and job satisfaction were found to be positively correlated with elements including compensation and benefits, growth and learning opportunities, interpersonal relationship. The statistical analyses highlight the significance of talent management practices in improving organizational effectiveness by showing that talent management characteristics strongly contribute to employee motivation and job satisfaction. In order to increase employee satisfaction, lower turnover intentions, and achieve sustainable organizational growth, Ranipet District's automotive industry should continue to strengthen their talent management initiatives. In conclusion, efficient talent management acts as a vital organizational tool for increasing job satisfaction among multigenerational employees, consequently contributing to enhanced employee performance, productivity, and long-term organizational success.

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