



## ENHANCING CONSTRUCTION COMPANY PRODUCTIVITY THROUGH TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE OPTIMIZATION-A LITERATURE REVIEW

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### ABSTRACT :

*The significance of skilled workers, effective talent management, and employee retention has grown in today's evolving economic landscape. Dedicated and talented employees are essential to the success of any organization. Talent management involves strategic planning to ensure that the most qualified candidates are positioned effectively, while employee performance focuses on executing roles and responsibilities with maximum efficiency. This study aims to assess whether these factors have been recognized and applied in existing literature. A qualitative approach was taken, examining literature related to these variables based on the findings of this research. The study utilized empirical sources from various online databases, including Google Scholar, Springer Link, Wiley, Science Direct, JSTOR, Emerald Full Text, Scopus, and EBSCO HOST. By employing a qualitative methodology, this research enriches the existing body of knowledge, particularly in human resources, with a focus on construction companies. One key finding aligns with the variables discussed in this paper, indicating that specific HR management practices can enhance employee productivity and performance in the construction sector. The findings also support and encourage further exploration by other researchers in this area.*

*Keywords: Talent Management, Talent Retention, Employee Performance, Working Environment, Construction Companies, Literature Review*

### 1. Introduction

The past ten years have seen a near complete absence of literature on human resource management. Historically, it has been primarily conceptual, but an increasing amount of empirical evidence is being incorporated. Employment has been underappreciated in talent management conversations, despite its critical significance. According to Dries (2013), to capitalize on the growing emphasis on employees' psychological responses to talent management techniques, new talent management strategies must be developed. Talent management literature, while rapidly expanding, is still somewhat fragmented and in need of a more robust theoretical framework (Alferaih et al., 2018; Ashraf, 2020; Chinyio et al., 2018;

Sun et al., 2019). There is certainly cause for concern about this.

The issue of talent management is still up for argument. Talent management pertains to the practice of assigning people to distinct roles according to their capacity to enhance the competitive advantage of the organization. But this idea also brings two new requirements: building an infrastructure for human resources and efficiently allocating talent to different roles and critical areas.

The goal of talent management is to make sure that employees get the most out of the organization's talent pool by carefully matching the most competent people with appropriate roles. It has a big impact on businesses since a lot of companies prioritize talent management to find excellent candidates, which affects hiring



and retaining employees (Ayodele et al., 2020; Tews et al., 2020; Watson et al., 2018). Talent management has become more and more popular since about 2000, especially during a difficult time to break into the Singaporean labor market. This subject has attracted interest in both business and literature; some claim that it is "one of the most vital industry metrics" and that it is "more critical than ever to organizational performance." Processes that protect talent development, retention, and attractiveness are part of talent management. Hiring the greatest talent requires effective talent recruitment, and identifying and developing talent enables companies to find future leaders with the potential to make major contributions to the company. Cultivating communities with a high degree of leadership talent is prioritized in this strategy (Ayodele et al., 2020; Tews et al., 2020; Watson et al., 2018).

The emphasis of contemporary HR analysis has switched from total workforce retention to the noteworthy differential value contributed by skilled workers. A top performer's departure, particularly to a rival, carries significant dangers that a business cannot afford to overlook. An organization's future can be changed by the influence of just one individual (Arasanni & Krishna, 2019). A great software developer may produce 10 times more code than an ordinary developer, according to McKinsey & Company, underscoring the importance of having experienced personnel. In recent years, academics and human resource professionals have found themselves debating the management of exceptional talent frequently.

Managing skilled people has been difficult because of the demands of business, workforce dynamics, and demographic pressures. As a result, human resource experts support hiring new employees as a means of addressing a range of talent-related issues. Over the past 10 years, this has grown into a major HR strategy aimed at retaining talent. Talent management is the process of identifying, developing, and fostering people who add significant value to an

organization. It is known for its ability to lower the attrition of skilled workers, which is a critical issue for businesses (Buers et al., 2018; DiPietro et al., 2019; Jha, 2019). Although talent management has received high praise, the exact process by which it raises employee happiness is yet unknown. The relationship between improved talent retention rates and talent acquisition tactics has not received much attention in the literature.

Talent management, like other recruitment strategies, has little effect on an employee's retention behavior (Chaudhuri et al., 2020). Understanding the mentality that talented people acquire and how it might affect their behavior is essential to understanding the role talent management plays in employee engagement. The phrase "employee retention" in this article refers especially to keeping the organization's high-potential or talented workers, who are the center of talent acquisition initiatives. In order to have a more comprehensive understanding of the impact of talent management on employee retention, more study is required, notwithstanding the many empirical studies conducted by different academics. As a result, the goal of this research is to develop a hypothesis that can be tested about the elements of talent management and how they affect employee retention.

A key element of efficient performance management is the regular evaluation of performance and the establishment of well-defined objectives. This procedure helps identify areas that need improvement and offers insights into the extent to which workers are meeting their goals (Mahfouz et al., 2021). A crucial component of performance management is providing employees with constructive feedback. This also highlights areas for growth, encourages ongoing improvement, and helps people feel appreciated (Santi & Rahim, 2021). Another aspect of talent management is effective team management, which highlights the significance of maintaining harmonious teamwork and efficient coordination, both of which can greatly



increase overall productivity (Nkala et al., 2021). Modern technology is also a part of advanced talent management in the construction industry. Construction processes can be sped up and errors reduced by integrating technology like Building Information Modeling (BIM) and Internet of Things (IoT) tools (Shishehgarkhaneh et al., 2022; Zhang et al., 2022). Apart from the immediate increase in production, construction companies can also benefit from optimal staff performance and effective talent management. Lower error rates are exhibited by highly skilled and productive workers, which reduces the possibility of mishaps or costly repairs during building projects (Huang, 2019). Additionally, effective talent management helps businesses to effectively handle labor needs, which saves needless expenses (Nkomo et al., 2017; Pinto, 2023). Having a talented and productive team is a significant differentiator in a cutthroat corporate world.

Building firms that stand out for the high caliber of work produced by their staff are more likely to draw in new clients and partners. When workers are engaged and feel appreciated, they are more likely to offer insightful comments and look for creative methods to improve the construction process. This encourages a culture of innovation and continuous development, enabling businesses to remain competitive and relevant in a market that is changing quickly. Managing talent well is also essential to raising employee satisfaction. Companies can minimize turnover and retain top talent over the long run by having satisfied employees display higher levels of loyalty and performance (Bolarinwa & Lukman, 2019).

A construction company is more likely to build a favorable reputation with clients, partners, and future workers if it effectively controls staff performance and talent. This favorable perception can raise the company's profile and make it easier to hire qualified staff. Numerous studies indicate that enhancing staff productivity and organizational performance can be achieved both separately and together through providing

current office equipment, leveraging information and mobile technologies, and investing in training (Chowdhury et al., 2022). Thus, in order to improve total staff performance, construction organizations should think about dedicating resources to these areas (Alaba, 2020). According to a different study, building organizations with higher levels of social capital—which are cultivated by their managerial staff—have stronger networks and more efficient adaptive systems than those with lower capital.

As a result, building firms should place a high priority on developing cooperative work settings that encourage knowledge generation and sharing (Boamah et al., 2022). Boamah et al. (2022) state that in order to reduce voluntary employee turnover and increase productivity, small construction business owners use critical methods such as efficient human resource management, comfortable working environments, and improved employee engagement. Thus, in order to retain qualified employees, construction companies can find it advantageous to focus on improving their HRM procedures. Luna-Arocas & Danvila-del-Valle (2022) stress that building companies should prioritize attracting, developing, and retaining talented employees through effective talent management practices due to the positive impact competency management has on efficiency and productivity.

## 2. Literature Review

Strategic talent management pertains to the management of individuals who have been identified as talented and their contributions to the overarching strategy of using human capital to gain a competitive advantage within the firm. The purpose of this approach is to increase organizational effectiveness or provide a competitive edge. By strategically distinguishing the workforce, the firm may manage its strategic human capital resources, which are rare, precious, and difficult to replicate from the resource-based perspective (RBV) of the firm.



This strategy is believed to increase organizational value. Extensive managerial work and financial outlay are necessary for the implementation of this strategy (Chang & Busser, 2020; Dhanpat et al., 2019; DiPietro et al., 2019; Matongolo et al., 2018; Mukherjee et al., 2019).

Maximizing the value of talent as a unique asset for the benefit of the business is the fundamental tenet of talent management. But only recently has research on talent resource management strategies—like talent decision-making and talent value development—begun. Acknowledging that a relatively tiny percentage of the workforce fits the definition of high potential, companies view talented workers as an in-demand and vital resource. Businesses think that spending money on talent management can result in higher human capital levels. The term "talent management," or "TM," became well-known in 1997 when McKinsey & Company coined the term "War for talent" in the course of researching talent management practices.

The volume of literature on talent management has increased significantly since then, and this trend is still present today. Many of these works lack an empirical basis, despite the growing number of books and papers on the topic giving the appearance that "talent management" is a well-established field supported by substantial research and a core set of ideas. Talent management is seen as a complicated and ever-evolving topic because there isn't a single, agreed-upon definition or set of distinct conceptual limits (Meyer & Smith, 2000; Nuhu et al., 2016; Sablok et al., 2017; Sinclair-Maragh et al., 2017).

Lewis and Heckman (2006) distinguished three schools of thought regarding talent management: renaming HRM as talent management; stressing talent pool development; and concentrating on talent in general, without regard to organizational boundaries or job titles. A fourth stream was introduced by Collings and Mellahi (2009), which focuses more on critical position

identification than on discovering outstanding individuals.

Since the word "talent management" is new and seen as legitimate, many firms have adopted it and renamed their HRM systems to reflect it. Critics have compared this adoption to old wine in a new bottle since it frequently fails to distinguish between talent management and traditional HRM. While talent management is a targeted approach aimed at high-potential or extremely talented workers, human resource management covers a wide range of employee-related activities (Ewerlin & Sub, 2016; Su et al., 2020; Tian et al., 2020).

It's critical to understand that there are two main methods of managing talent: exclusive and inclusive. The exclusive approach, which is based on the idea of "workforce distinction," views talent as an elite group within the company that has the power to greatly impact its success. Conversely, the egalitarian perspective, which is frequently informed by "humanistic" factors, maintains that all organizational capital has to be dispersed equally among workers since every individual in the company has the capacity to be "talent."

These methods of managing talent have developed from various viewpoints on talent. The exclusive method is more common in human resource practice and has strong support in the literature, despite the egalitarian approach's potential appeal. Blass (2007) defines talent management in this context only as extra management tools and resources given to people in an organization who are considered to be "talented."

### 3. Employee Performance

The importance of employees carrying out their tasks successfully and efficiently is emphasized by the research conducted by Kellner et al., (2019) and Tuffaha (2020) when looking for literature references relevant to variables and entities covered in this paper. Improving the company's total productivity and profitability depends on this performance. Neyestani (2014a)



further emphasizes that the majority of construction companies are aware of how training affects productivity in the construction sector. The study highlights the several elements that impact employees' productivity in the construction sector, with an emphasis on those that are crucial for putting training into practice in order to increase productivity. It is emphasized how training and development and employee performance are clearly correlated.

According to Kimanthi (2020), the research conducted by Beta Insurance Company resulted in the regular training and development programs that are intended to enhance staff health, morale, and overall profitability. It is underlined that in order to maximize organizational and individual efforts, such initiatives should be customized to address methodically discovered knowledge and skill shortages.

The following ten factors have a negative impact on labor productivity in public sector construction projects: low wages, low work experience, poor site management, strained relations between workers and management, delayed payments from owners, mismanaged schedules, rework, low communication and coordination among operators in the construction sector, and frequency issues (Mahamid et al., 2014).

Positively, with a 0.053 enrollment, management commitment has a good impact on house-building firms' performance. With a value of 0.167, employee participation also has a favorable impact on the performance of businesses in the construction industry. Initiatives for continuous improvement have a positive effect on the performance of construction companies (0.101). Moreover, Shirandula et al., (2018) found that customer orientation had a 0.125 beneficial effect on construction organizations' performance.

#### **4. Talent Management:**

Building talent management, according to Sweis et al., (2018), is the process of drawing in, developing, and keeping competent workers in

order to achieve the aims and objectives of the company. This includes identifying and developing staff members' abilities through training initiatives, giving them access to tools and technology that improve performance, and creating an environment at work that encourages loyalty and job satisfaction (dos Santos et al., 2022). Effective talent management in the construction business can increase safety, reduce employee turnover, and increase production (Martí, 2013). Putting into practice effective talent management techniques will help the construction industry become even more productive and competitive (Aloo, 2018).

Construction companies can achieve balanced growth in terms of profitability, project performance, and long-term customer satisfaction by using sustainable human resource practices (Rajhans & Bhavsar, 2022). An analysis of talent management and employee retention in the banking sector indicates that finding and keeping talent is a major problem for many public and private businesses, and it has become a major issue for HR experts (Akanda & Kumarasamy, 2021).

The construction industry in the United States saw a decline in field labor productivity and management. However, the study conducted by Jahanger et al., (2023) revealed that although field productivity decreased as well, the reduction in management productivity was five times greater than the decrease in field productivity. According to earlier research by Wahdiniawati et al., (2023), putting the idea of employee engagement into practice should be the first step in the talent management process. This guarantees a sense of community among staff members upon the start of the talent management program. According to Parmenas et al., (2021), talent management plays a crucial role in fostering a positive workplace culture and upholding well-defined KPI targets because the organization employs highly skilled individuals.

The two literature evaluations mentioned above do a good job of articulating ideas that are based on theories and the identification of two





variables that are taken straight out of journal paper literature that already exists. The variables in this paper are derived from the results of previous research, and the qualitative research approach used in this study entails a review of relevant literature.

### **5. Company Productivity:**

The quantity of output generated per unit of input is used to measure a company's productivity, which is the efficacy and efficiency of its activities. A company's productivity can be impacted by a number of elements, including the design of the factory, organizational behavior, job stress, flexible work hours, attendance, and technological challenges (Alzona & Villapando, 2021; Segura et al., 2023). "Company productivity" measures how well a business uses its resources to produce goods and services, capturing how successfully and efficiently it achieves its goals.

A variety of internal and external elements, such as management styles, staff motivation, technology, and economic situations, influence an organization's productivity (Varitis et al., 2020). Restructuring factory layouts, optimizing assembly balance, providing flexible work arrangements, lowering job-related stress, and addressing issues like presenteeism and technostress are some strategies that organizations could take into consideration to increase productivity. Productivity levels can be evaluated using a variety of techniques, including flow analysis, pipeline balance, modeling, and surveys (Akbari et al., 2021).

Z. T. Rony et al., (2019) have demonstrated that when competencies are in line with job requirements, employee productivity increases. To reinforce this, Yassir Arafat et al., (2020) propose that proficient leadership possesses the capability to motivate staff members, cultivating heightened efficiency and maximum production. Z. Rony & Aryanto (2020) conducted a second study that highlights the beneficial effects of coaching on collaborative production. In a similar vein, Buda Prasada & Sawitri (2019) confirm that raising worker productivity requires

a leader who is attentive to their team members and participates in initiatives to improve worker quality. Furthermore, Ridwan et al., (2020) draw attention to the possibility of improved worker performance via fair pay and frequent training to improve agility at work.

### **6. Employee Retention:**

These days, a lot of firms are really concerned about keeping their current workforce. Employee engagement is the most important quality for a skilled human resource professional, according to Steil et al., (2020), even though hiring competent people is still important. Steil et al. differentiate between internal and extrinsic motivations in their classification of the benefits of job productivity. They make the argument that extrinsic benefits, like bonuses or monetary compensation, are material, whereas internal motivations, like professional growth, are immaterial. The significance of extrinsic rewards in maintaining talent in a prosperous setting is emphasized by the researchers. However, according to Chaudhuri et al., (2020), extrinsic rewards encourage loyalty and reciprocity, which makes them more successful in inspiring workers.

### **7. Dimension of Employee Retention:**

In order to ensure success and obtain a competitive edge over rivals, Hadi and Ahmed (2018) emphasized in their study the importance of cultivating a diversified work environment inside leading and competitive firms. Hadi & Ahmed (2018) have underlined the critical role that highly trained and experienced staff recruitment and retention have in the success of a firm. Das and Baruah (2013) came to the conclusion in another study that there are several elements that affect employee retention that cannot all be attributed to one particular cause. A number of factors need to be taken into account by management, including pay and benefits, job security, hiring and advancement procedures, supervisor support culture, work environment, and organizational justice. Organizational success is mostly determined by employee happiness and retention, according to Chang &



Busser (2020), Marinakou & Giousmpasoglou (2019), and Pandita & Ray (2018).

The three different elements of the retention factor are social, psychological, and physical. Workers frequently look for flexible jobs that let them use their skills and see the results of their labor, which helps to retain important human resources. The behavioural component of retention is made up of job characteristics. While the physical dimension includes things like working conditions and compensation, the social dimension deals with interactions with both internal and external individuals. Walker (2001) identified seven elements that contribute to employee satisfaction: opportunities for learning and growth, challenging job roles, opportunities for advancement, a friendly company culture, encouraging relationships with coworkers, a healthy work-life balance, and effective communication.

Considered as a whole, these elements comprise a set of workplace norms and procedures that promote worker involvement. The three characteristics of power, accomplishment, and association were used to classify the retention factors. Power is defined as having an advantage over others and having a social influence; achievement is defined as achieving personal success over pre-established benchmarks; and affiliation is defined as forming and maintaining social bonds. Gireesh (2014) identified five aspects of staff retention in a different study.

#### **8. Job Support and Recognition:**

Eight variables make up this dimension: manager recognition of productive work, appreciation of accomplishments, successful counseling and mentoring, frequent and demanding work performance assessments, participation in decision-making, supervisor approval, and consideration for employees' personal and professional needs. According to Jha (2019), these elements have been shown to be the most important in Kerala for raising internal motivation among BPO employees. Several studies have supported this finding.

#### **9. Compensation and Career Growth:**

This facet is made up of six variables: the organization's role in promoting career development; the employee's inclination to stay and grow with the company; genuine interest from management in employee ideas for improving service quality; job-related payment success; the efficacy of the current reward system; confidence in achieving career goals. This discovery has been validated by numerous previous studies.

#### **10. Organizational Culture:**

This dimension consists of four variables: positional autonomy, the existence of a supportive social environment, departmental cohesion, and recognition of constructive employee input about perceived workplace respect. Numerous reports corroborate and validate this conclusion.

#### **11. Work-Compatibility:**

This axis is composed of two components: an organization's commitment to maintaining a work-life balance for its people and a job's ability to foster a sense of accomplishment and self-worth. This conclusion has been validated and supported by other previous investigations.

#### **12. Autonomy and Independence:**

This axis is composed of two variables: the degree of autonomy required to carry out tasks and the level of satisfaction received from job performance. According to Miklós Pakurár et al., banks need to attend to their clients' needs in order to promote sustainable development (2019). In order to measure customer loyalty and evaluate the impact of service quality factors, the SERVQUAL model was modified for the study. These dimensions include tangibility, responsiveness, empathy, assurance, performance, accessibility, financial considerations, and employee customer satisfaction abilities in the context of Jordanian banks.

#### **13. Talent Management on Employee Retention:**

For Iranian public and private companies in a variety of industries, attracting and keeping qualified workers over an extended length of



time is a major difficulty. Organizations can gain a strategic advantage by retaining knowledgeable people through the implementation of a well-executed talent acquisition plan, which can improve workforce recruitment and retention (Sigler, 1999). According to Lalitha (2012), talent acquisition is essential to tackling the most important problem facing HR professionals in the global economy: employee retention.

Effective engagement strategies are recommended by the author and include talent acquisition, company branding, hiring process modifications, and departure interviews. The impact of talent management on employee recruitment, retention, and involvement in the hospitality industry was examined by Christensen et al., (2008) in their research study, "A strategy for optimizing employee recruitment, retention, and engagement within hospitality organizations." The report emphasizes the advantages of an effective talent acquisition strategy, including higher rates of employee engagement and recruitment, which boost operational and financial efficiency.

Plansoongnern et al., (2011) investigated employee motivation and workforce recruitment strategies in three significant cement companies in Thailand. According to their research, a variety of organizational and environmental elements, work-life balance, organizational cohesiveness, strong talent management planning, and managerial support all play a part in keeping talented employees on staff. Furthermore, Tiwari et al., (2013) investigated the strategies and practices of talent management, looking at how well they were implemented and how they affected employee retention.

The results of the research show that while employee experience has an impact on satisfaction with talent management initiatives, employee age does not correspond with satisfaction. In "Developing in-house jobs and maintaining management expertise," Walsh and Taylor (2007) note that, although compensation

and work-life balance are important factors, the lack of chances for technical and organizational advancement has an impact on management staff retention. As Ross (2005) shows, companies actively seek for candidates whose aims and skill sets coincide with the organization's short- and long-term objectives. This is how the battle for retention begins during the selection process.

Altnaz et al. (2013) investigated the effect of talent management on organizational confidence in a study that focused on hotels in Ankara. According to the research, improving mid-level and senior hotel executives' perceptions of personnel management has a favorable impact on organizational trust. Through the effect of organizational confidence, the ongoing study seeks to acquire a greater knowledge of how talent management practices within firms affect employee retention. The purpose of the study is to ascertain whether talent management strategies actually affect employee trust and the labor retention rate of the company.

#### **14. Research Methods**

To accomplish its objectives, this study uses a literature review methodology. This article's goal is to compile the body of research on increasing worker productivity in businesses by methodically reviewing and combining it. The goal is to pinpoint the elements that can lead to better worker performance and efficient personnel management techniques. Numerous literature reviews are read, analyzed, and synthesized by researchers from a variety of periodicals and related information sources. The objective is to understand the tactics used, particularly in the setting of a construction company, to improve worker productivity. To accomplish its goals, the study draws on knowledge from earlier, pertinent publications that was obtained using a literature review methodology.

#### **15. Findings and Discussion:**

Outlining the conclusions from multiple publications about the factors covered in this paper—with an emphasis on their application in construction companies—are the conclusions





related to those variables. Beginning with the confidential research of Shikweni et al., (2019), it was claimed that cooperative efforts between firms and their knowledgeable personnel are necessary for the efficient management of expertise in the construction industry. The study also highlighted how internal enablers have a major impact on corporate outcomes when they are led by a well-designed strategy. Furthermore, taking into account both external and internal supporting elements, the regulatory framework should take into account the diversity and dynamism of the labor market. Encouraging the sustainability and competitiveness of talent requires the deployment of effective talent management methods.

Building on these discoveries, Alaba's 2020 study found that improved employee productivity and organizational effectiveness are facilitated by training, information sharing, mobile technology integration, and the independent and collaborative use of contemporary office equipment. The study also demonstrated how different performance indicators are related to one another.

Additionally, Neyestani's 2014 study found that quantifying work hours worked and gauging the caliber of an employee's performance were the two most efficient ways to gauge productivity and employee performance in construction organizations. All things considered, the study found a strong relationship between employee productivity and performance and human resource development, or HRD.

Subsequent research conducted in 2017 by Ngwenya & Aigbavboa revealed that certain HR management strategies are critical to raising worker performance and productivity in construction organizations. Thus, it is highly advised to put HRM strategies into place in order to improve employee performance and productivity and gain and maintain a competitive advantage. According to research, happy and contented workers perform better at work, which makes it easier for management to motivate staff to meet goals.

Continuing with the theme, Mensah's research from 2015 indicated that using talent management systems has a favorable impact on worker performance. It was observed, nevertheless, that the relationship between employee performance and talent management is mediated by talent management production. Talent management initiatives can function as a strategic strategy for firms seeking to improve overall performance, according to a study conducted later in 2018 by Alruwaili. Employee performance behavior was shown to be significantly improved by talent management strategy research in the follow-up study conducted by Al-Hussaini et al. in 2019. The study also discovered that there is a partial mediating role for talent management outcomes in the association between employee performance behavior and talent management tactics. Sophiah et al., 2020 investigation also found that talent management had a positive impact on employee performance and work involvement. In 2022, Kaewnaknaew et al. did another study that presented a talent management model that included talent acquisition, competency development, and competency retention. This model shows that it has a strong explanatory power in this domain and can predict construction companies' performance. These results are crucial for managers and business owners who want to improve their analysis of business models by forecasting organizational performance using talent management models—that is, talent acquisition, development, and retention models. Furthermore, by using this business analysis approach, the knowledge gained from this study can be broadly applied in a variety of industries to improve organizational performance.

The results of Mujahida et al.'s 2022 study show that talent management significantly and favorably affects worker performance. It was also discovered that competency management significantly and favorably affects employee performance in general as well as employee quality. The study did discover, however, that



the influence of talent management on worker performance was not adequately mitigated by the caliber of HR administration. The effectiveness and output of employees in the construction sector can be influenced by several variables, such as talent management tactics, leadership qualities, training and development programs, and HR procedures.

For example, Saddiya & Aziz (2022) found that increased employee performance in the construction business has been closely associated with both internal and external staffing. The findings of a follow-up study conducted in 2020 by Setyawan & Nelson highlighted the important and favorable influences that information management and management commitment have on talent management tactics. On the other hand, factors pertaining to career management, compensation structures, and organizational culture did not significantly improve talent management tactics. The four dimensions of talent management practices and gifted employee presentation are mediated by the work attitudes of talented employees regarding job satisfaction and affective commitment, according to subsequent studies by Kwame Mensah et al. (2016). Talent management practices also positively improve talent performance of tasks, context-specific, and adaptive reduce harmful behaviors. Positive effects of talent management are seen in worker performance and job satisfaction. Additionally, it demonstrates a strong positive correlation between job happiness and employee performance. It is noteworthy that job satisfaction acts as a mediator between talent management and employee performance (Wickramaaratchi & Perera, 2020).

#### **16. Conclusion:**

It is difficult to uncover relevant references that support the hypotheses and previous study findings, especially when it comes to the variables being studied. Though there are many study findings and insights available from many sources, such as academics and international publications globally, very few of them are

directly related to the variables covered in this paper. For example, Ngwenya & Aigbavboa (2017) discovered that certain HR management techniques can improve worker performance and productivity in construction organizations. Although the literature contains a plethora of study findings that link or dramatically alter the variables of talent management to employee performance, the search produced a variety of results from different contexts. Other researchers have the chance to investigate and apply the variables from this work to their studies using alternative research methodologies, such as quantitative approaches because there aren't many previous findings. Using pre-existing factors and a qualitative approach, this work advances the subject of human resources research, especially as it relates to construction organizations. Despite the small number of discoveries that are identical, this work offers a distinct viewpoint and contributes to the corpus of scientific knowledge by providing insightful information. A significant finding that is consistent with the variables in this research is that specific HR management strategies enhance worker performance and productivity in construction firms, highlighting the importance of these factors. As a result, the findings offered in this work not only validate and complement earlier studies but also offer suggestions for more investigation by other scholars working in this field

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