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ROLE OF RECOGNITION PROGRAMS AND LEADERSHIP DEVELOPMENT IN HR TALENT MANAGEMENT

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Abstract

In order to achieve sustainability in the competitive business model leadership and talent management play a significant role. The study examines how HR talent management uses leadership development and recognition schemes to ensure sustainability in a competitive business environment. Introduction provides the research justification, problem statement, research questions, and objectives.

Prior research was examined in related with the relationship between related variables HRM performance, citing the impact of talent management on leadership development. Indigenous perspectives are also incorporated based on previous studies.

After initial data collection, quantitative analysis was performed. Seventy participants were given a structured thirteen-item questionnaire, and an interview for in-depth understanding followed.

It is discovered that HRM is a key area for leadership development and talent management. There is a positive correlation between staff efficiency and variables such as leadership development programs, company culture, feedback, and training.

The discussion statistically explains the findings and offers practical implications. In-depth analysis of findings is offered followed by a brief conclusion mentioning the significant findings of the study.

Overall analysis of the findings is presented and a brief of the study is discussed.

Keywords: *HRM, Talent Management, Leadership Development, Organisational Culture, Employee Engagement.*

Introduction

Human resources are one of the essential factors for the success of a business. According to the suggestion of Ren & Jackson (2020), human resource management aids in developing an effective business operations process for a business. Therefore, the study aims to analyse HR talent management's use of leadership development and recognition programs. Moreover, a brief account of the issues related to the topic is presented. Moreover, a holistic empirical analysis related to human resource management is presented.

During the study, it was noted that there are some issues that hinder the process of leadership development. For instance, Yu et al. (2020) have stated that even with a plethora of programs

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designed to increase worker productivity, considerable businesses find it difficult to turn good intentions into concrete outcomes. Therefore, it can be understood that understanding intention is one of the issues in the process. It was noted that organizational culture is one of the elements that counters the development of leadership programs (Paais & Pattiruhu, 2020). Hence, by investigating the precise manner in which these factors affect staff productivity and finding important levers for change, this study seeks to untangle these intricacies.

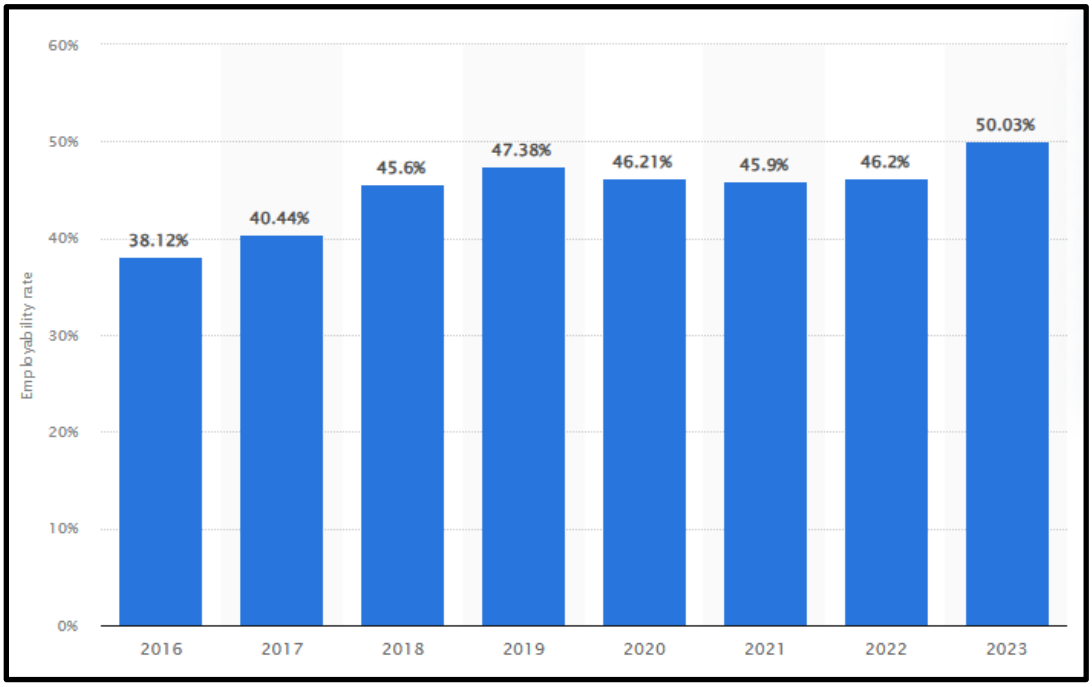

Figure 1: Employable youth (2016 to 2023)

(Source: Statista, 2024)

Figure 1 of the study illustrates the employability skills of Indian youth from 2016 to 2023 (Statista, 2024). It can be seen that in the employability rate, there is a significant growth from each consecutive year. According to the opinion of Dlouhy & Casper (2021), with the growth of employability skills the willingness and engagement of an employee also increase. As can be seen in 2016 38.12% of Indian youth were employable (Statista, 2024). Furthermore, employability increased to 47.38% for the year 2019 (Statista, 2024). After that, a fluctuation was experienced in the following years. However, it was noted that in 2023, 50.03% of employable youth were there in the Indian employment ecosystem (Statista, 2024). Thus, it can be understood that the number of employable youths is constantly rising thus there is a gap related to leadership and recognition related to the human resource. Moreover, the aforementioned data aid in understanding the rationality and intention of the empirical analysis.

Aim

The empirical study aims to analyse HR talent management's use of leadership development and recognition programs

Research Objectives

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RO1: To comprehend the role of HRM in talent management and leadership development.

RO2: To analyse the factors associated with talent management and leadership development for an organization.

RO3: To understand the problems related to talent management and leadership development.

RO4: To develop recommendations in order to counter the issues related to effective HRM

Research Questions

RQ1: How to comprehend the role of HRM in talent management and leadership development?

RQ2: What are the factors associated with talent management and leadership development for an organization?

RQ3: What are the problems related to talent management and leadership development?

RQ4: How to develop recommendations in order to counter the issues related to effective HRM?

Hypotheses

H1 (Leadership Development & Employee Efficiency):

- **H0:** Leadership development has no significant impact on employee efficiency in talent management.
- **H1:** Leadership development has a significant positive impact on employee efficiency in talent management.

H2 (Organizational Culture & Employee Efficiency):

- **H0:** Organizational culture does not significantly influence employee efficiency in talent management.
- **H1:** Organizational culture significantly influences employee efficiency in talent management.

H3 (Employee Engagement & Recognition Programs):

- **H0:** Employee engagement has no significant relationship with the effectiveness of recognition programs in HR talent management.
- **H1:** Employee engagement has a significant positive relationship with the effectiveness of recognition programs in HR talent management.

H4 (Feedback, Training & Employee Efficiency):

- **H0:** Feedback and training programs do not significantly enhance employee efficiency in HR talent management.
- **H1:** Feedback and training programs significantly enhance employee efficiency in HR talent management.

Literature Review

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Critical analysis of the role of HRM in talent management and leadership development

The changing business environment and have a significant role for the management of human resource that aid to in the business sustainability. According to the views of Kaliannan et al. (2023), manging and looking after the employee is one of the core responsibilities of the HRM of a business. Therefore, it can be understood that talent management and the development of leadership is a core responsibility of the HRM. On the other hand, Harun, Mahmood & Othman (2020) have stated that the HRM of a business needs to be in synchronization with the vision and mission of the organization in order to develop talent in a manner that benefits the business as well as the employee. Thus, from the discussion, it can be concluded that the process of managing talent for HRM news forms a symbiotic relationship where HRM is responsible for the growth of employees and the organization as well.

Figure 2: HRM responsibility for talent management and leadership development

(Source: Al & Noor, 2020)

Figure 2 is associated with the process HRM needs to perform in order to manage and maintain talent. It can be seen that the process of talent acquisition and development of the workforce is the primary role of HRM. additionally, as per the views of Al & Noor (2020), HRM needs to strategize the process of performance management in order to direct the workforce. Thus, straying can be identified as an essential role of HRM in an organization. On the other hand, Coculova & Tomcikova (2021) have stated that development the of workforce planning is one of the essential factors related to HRM. Therefore, it can be stated that the role of HRM is diverse and talent management and leadership development depend on the process of talent acquisition for the HRM.

Factors associated with talent management and leadership development

Through the past analysis of the literature, it was noted that the process of leadership and talent management is associated with different factors. For instance, Shahi et al. (2020) have stated that employee engagement is one of the significant factors that impact the process of leadership development and talent management. Moreover, employee willingness aids in the process of leadership development in an organization. On the other hand, Gallardo, Thunnissen & Scullion

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(2020) have stated that organizational culture is one of the significant factors associated with the development of leadership and talent management. Therefore, it can be understood that a vast number of factors impact the process. At the same time, the factors can be internal or external.

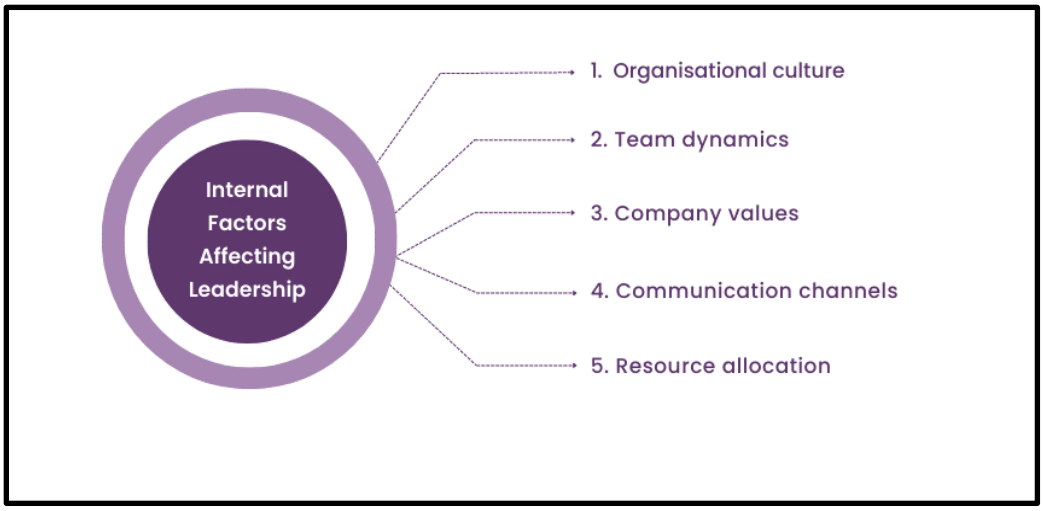

Figure 3: internal factors that affect the process of leadership

(Source: Al & Atan, 2020)

Figure 3 illustrates the internal factors that affect the process of leadership in an organization. As per the views of Meyers et al. (2020), team dynamics is one of the essential elements that is related to the process of developing leadership. Moreover, with a brief understanding of the teal dynamic effective talent can be awkward and further trained for leadership roles. On the other hand, Al & Atan (2020) has viewed the process of resource allocation as an essential element in such activities. Moreover, turning and subordinating tools are essential for leadership development. Therefore, it is essential to allocate resources accordingly for the process. In conclusion, it can be stated that leadership development and talent acquisition are a combination of different factors. Additionally, for effective development of the process, a detailed understanding of the factors and their working is essential.

Methodology

The components and steps essential to the development of empirical research are associated with a study's methodology. Therefore, primarily quantitative analysis is provided to investigate the complex relationship between the impacting factors of HRM, talent management, and leadership development. Purwanto (2021) believes that the primary method of data collection allows for the acquisition of current knowledge on the topic. As a result, primary data was acquired to provide valid and reliable information. For this reason, a survey was given to 70 participants utilizing a random data-gathering method. In addition, a total of 13 survey questions were created, consisting of 10 questions about variables and 3 questions on demographics.

Following the compilation and sorting of the real-time data, a quantitative analysis approach was also applied. According to Fasya, Darmayanti, and Arsyad (2023), quantitative techniques of analysis aid in the collection of reliable data for studies that assess the general dependability of

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variables. Thus, the intricate link between several components and the role of HRM for talent acquisition and leadership development was examined using a quantitative way of analysis. IBM SPSS software was used to do regression analysis on the data set. Correlation and descriptive data were used to further display the coefficient, ANOVA tables, and model summaries. Demographic factors affect the replies of participants and the dataset overall (Ketkaew et al., 2023). In order to better understand the behaviour of the data set, the demographic frequency and percentages were thus investigated as part of the quantitative analysis process.

Finding and related Analysis

Demographic Analysis

Gender

What is your Gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	21	30.0	30.0	30.0
	Male	39	55.7	55.7	85.7
	Others	10	14.3	14.3	100.0
	Total	70	100.0	100.0	

Table 1: Analysis of Gender

(Source: Quantitative SPSS analysis)

Table 1 of the statistical assessment displays the survey group's gender-based analysis as well as the response frequency. Of the 70 individuals, 21 were discovered to be female and 39 to be male. Furthermore, 10 individuals were recognized as members of other gender groupings.

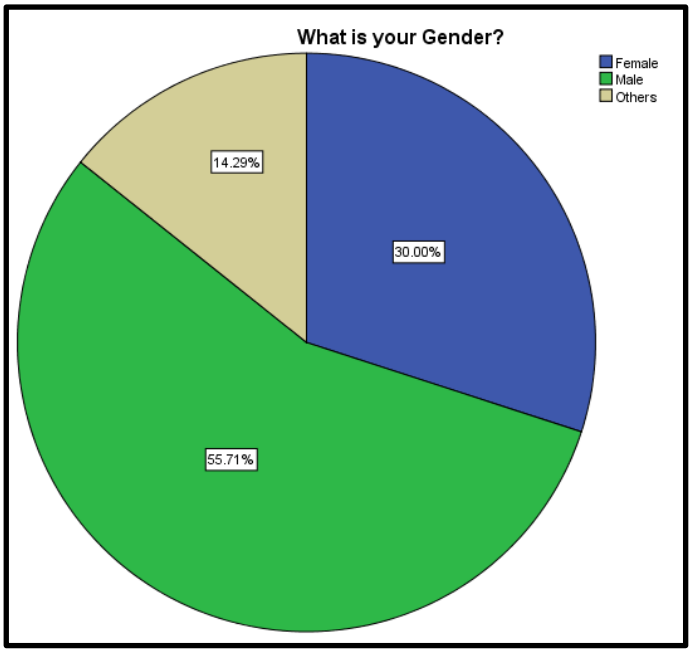

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Figure 4: Analysis of Gender

(Source: Quantitative SPSS analysis)

The percentage of each gender in the sample population is shown in the pie chart in Figure 4 of the study. As seen in the pie chart above, women contributed 30% of the replies, while males made up 55.7% of the participants. Furthermore, it was discovered that 14.3% of applicants did not match the gender group they had stated on the survey. The demographic analysis showed that the majority of the people in the data set were men. Notable representations of other groups, such as women and various gender categories, are also found in the data. It may be concluded from the data that there was a varied representation of genders in the population.

Age Group

What is your age (In Years)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	19	27.1	27.1	27.1
	Between 20 to 35	41	58.6	58.6	85.7
	Between 35 to 60	10	14.3	14.3	100.0
	Total	70	100.0	100.0	

Table 2: Analysis of Age

(Source: Quantitative SPSS analysis)

Table 2 of the statistical assessment shows the frequency of the survey group compared to the age range of the participant's analysis. Clearly, 19 of the individuals looked to be under 20 years old. Moreover, 10 of the 70 individuals fell between the ages of 30 and 60. 41 of the participants were likewise in the 20 to 35 age brackets.

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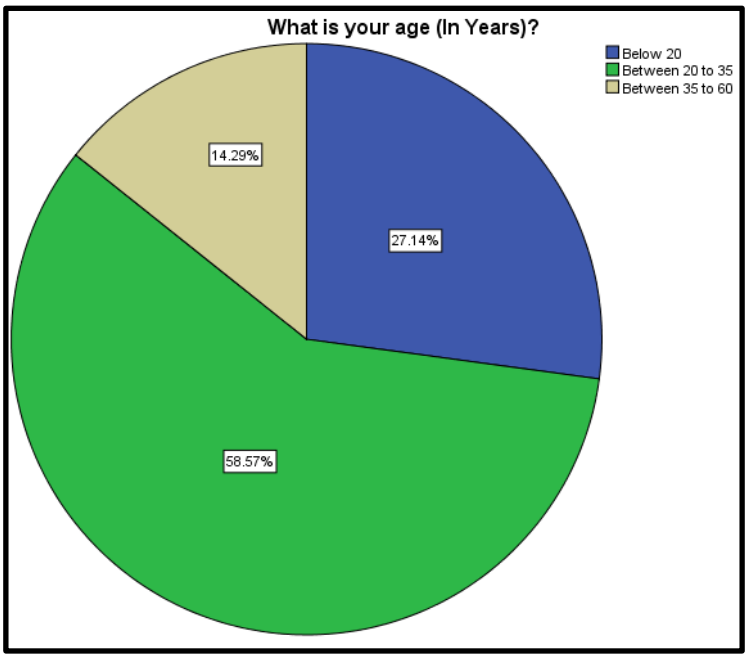

Figure 5: Analysis of Age

(Source: Quantitative SPSS analysis)

The age-related fraction is shown in a pie chart in Figure 5 of the empirical investigation. It was evident that the majority of participants were in the 20 to 35 age range. It is further, evident from the pie chart that 27.1% of participants are under twenty years old. Additionally, 14.3% of the participants belonged to the 35 to 60 age group. In addition, 58.6% of the populace belonged to the 20 to 35 age group. It is reasonable to infer that the majority of survey participants are younger people. Furthermore, the population accurately reflects variability, even when certain age groups are completely absent.

Monthly Income

What is your monthly Income?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RS 18000	19	27.1	27.1	27.1
	Between RS 18000 to 30000	41	58.6	58.6	85.7
	Between RS 30000 to 50000	10	14.3	14.3	100.0
	Total	70	100.0	100.0	

Table 3: Analysis of Monthly Income

(Source: Quantitative SPSS analysis)

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The statistical analysis's Table 3 provides data monthly income information of the related population. Specifically, Table 3 shows that 10 out of the 70 participants have a salary between Rs. 30,000 and Rs. 50,000 each month. Furthermore, it is evident that the 41 individuals comprising the majority of the monthly income-based data earn between RS 18000 and RS 30000 per month. Furthermore, participants earning below RS 18000 income level, showed a frequency of 20. The data suggests that the sample's earnings range, which was between Rs. 18000 and Rs. 30,000, was normal. Furthermore, a well-diversified population based on the age group can be estimated from the frequency of the individuals.

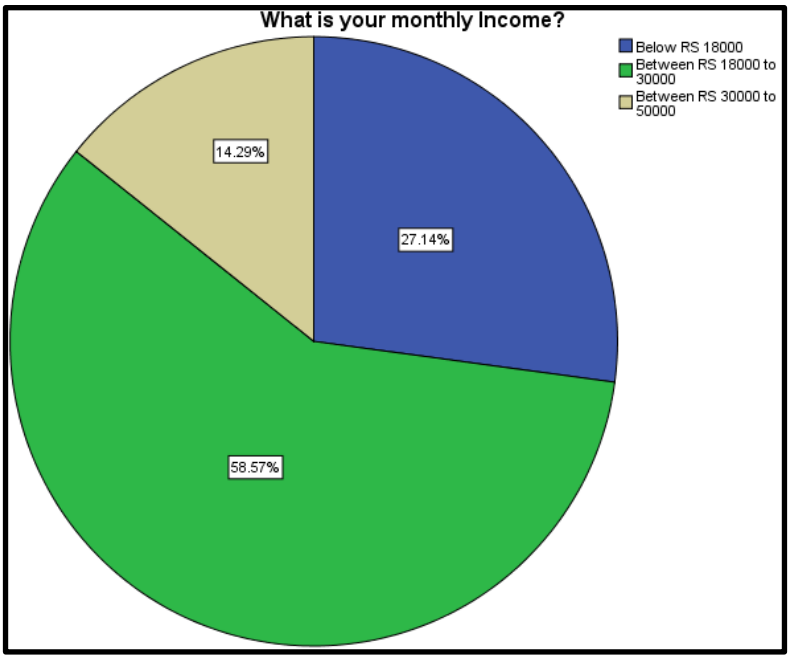

Figure 6: Analysis of Monthly Income

(Source: Quantitative SPSS analysis)

The monthly income range of the participants is plotted in a pie chart in Figure 6. The pie chart shows that 14.3% of persons have monthly incomes between RS 30000 and RS 50000. Additionally, 27.1% of people in total made less than RS 18000. Furthermore, of the people represented in the pie chart, 58.6% made between RS 18000 and RS 30000. Therefore, it stands to reason that the majority of participants were middle-income and low-income groups. Additionally, there was equal representation from all other income levels in the sample. At the same time, all the participants were salaried employees which aids the cause nature, and intention of the study.

Statistical Analysis

Descriptive Analysis

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DV	70	2.00	8.00	4.1429	1.97290
IV1	70	2.00	8.00	3.9857	1.95228
IV2	70	3.00	8.00	4.1286	1.65872
IV3	70	2.00	8.00	3.7286	2.19302
IV4	70	2.00	8.00	4.1429	1.97290
Valid N (listwise)	70				

Table 4: Statistical descriptive data of IV and DV of the study

(Source: Quantitative SPSS analysis)

Table 4 is connected to the descriptive evaluation of the numerous factors in the research. According to Mishra et al. (2019), descriptive statistics allow us to examine the relationship between multiple variables. Descriptive statistics can also be utilized to take factor outliers into account (Sarka & Sarka, 2021). Thus, descriptive statistics were used in the study. The DV has a mean value of 4.1429 and a standard deviation of 1.972901. The first IV has a mean value of 3.9857 and a standard deviation of 1.95228, whereas the IV2 variable also has a mean value of 4.1286 and a standard deviation of 1.6587.

The IV3 has a mean value of 3.7286 and a standard deviation of 2.19302, while the IV4 has a mean value of 4.1429 and a standard deviation of 1.97290. As a result, the means of all the variables are greater than the standard deviations, indicating that the data are centred around the means (Siedlecki, 2020). It is also evident that the data set is extensively dispersed and that there are relatively few outlines. It also makes reasonable to take into account the potential that the data is not moving forward very rapidly.

Hypothesis 1

H1 (Leadership Development & Employee Efficiency):

- **H0:** Leadership development has no significant impact on employee efficiency in talent management.
- **H1:** Leadership development has a significant positive impact on employee efficiency in talent management.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794	.631	.626	1.20691

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.520	1	169.520	116.377	.000
	Residual	99.052	68	1.457		
	Total	268.571	69			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.943	.330		2.858	.006
	IV1	.803	.074	.794	10.788	.000

Table 5: Regression study for the Leadership Development & Employee Efficiency

(Source: Quantitative SPSS analysis, Primary Data)

Table 5 of the empirical study is related with the first hypothesis of the study. According to the belief of McCauley & Palus (2021), a program for leadership development is an important factor in developing the effectiveness of the employee. Therefore, a relation between the leadership program (IV1) and the dependent variable of the efficacy of the employee (DV) is presented in the first hypothesis. The exceptionally high R-value of 0.794 indicates a significant positive association between the variable that is independent (IV1) and the variable that is dependent (DV). Thus, 63.1% of the variation in DV can be explained by IV1 as can be understood from 0.631 value of R-Square. The significance value for the variable can be seen to be 0.000 indicating that the null hypothesis related to the first hypothesis can be rejected (Purwanto, 2021). At the same time, the first hypothesis is supported by evidences. The F-value for the study is 116.377 which indicates that the model is statistically significant. Hence the alternate hypothesis i.e. “Leadership development has a significant positive impact on employee efficiency in talent management” is accepted

Hypothesis 2

H2 (Organizational Culture & Employee Efficiency):

- **H0:** Organizational culture does not significantly influence employee efficiency in talent management.

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- **H1:** Organizational culture significantly influences employee efficiency in talent management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884	.782	.779	.92730

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	210.099	1	210.099	244.333	.000
	Residual	58.472	68	.860		
	Total	268.571	69			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.200	.299		-.670	.505
	IV2	1.052	.067	.884	15.631	.000

Table 6: Regression study for the Organizational Culture & Employee Efficiency

(Source: Quantitative SPSS analysis, Primary Data)

Table 6 of the quantitative analysis is related with the regression study of the second hypothesis. According to the opinion of Dayeh & Farmanesh (2021), organizational culture impacts the overall performance of the employee and the HRM. Therefore, a relationship between organizational culture (IV2) and the efficacy of the employee (DV) was presumed. The exceptionally high R-value of 0.884 indicates a significant positive association between the second independent variable and the dependable variable of the study. This indicates that IV2 (R Square = 0.782) accounts for 78.2% of the variation in DV. The value of significance for the study is 0.000 indicating that the hypothesis is supported with sufficient evidence and the null hypothesis for the same can be rejected. Moreover, the B value is positive 1.052 thus it is evident the change in the independent variable increases the dependent variable. The F statistics is 244.333 indicating the statistical significance of the model. Hence the alternate hypothesis i.e. “Organizational culture significantly influences employee efficiency in talent management” is accepted.

Hypothesis 3

H3 (Employee Engagement & Recognition Programs):

- **H0:** Employee engagement has no significant relationship with the effectiveness of recognition programs in HR talent management.

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- **H1:** Employee engagement has a significant positive relationship with the effectiveness of recognition programs in HR talent management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.408	.166	.154	1.81468

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.643	1	44.643	13.557	.000
	Residual	223.929	68	3.293		
	Total	268.571	69			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.775	.430		6.452	.000
	IV3	.367	.100	.408	3.682	.000

Table 7: Regression study for the Employee Engagement & Recognition Programs

(Source: Quantitative SPSS analysis, Primary Data)

Statistical regression of the third hypothesis is presented in Table 7th of the study. As per the opinion of Badshah et al. (2021), employee engagement is one of the essential factors related to the development of leadership programs. Therefore, a relation between the DV of employee performance IV3 which is an independent variable is presented. The R-value of 0.408 indicates a reasonably favourable association between the dependent variable (DV) and the independent variable (IV3). R Square is 0.166, meaning that the independent variable may account for 16.6% of the variation in the dependent variable (Thakkar & Thakkar, 2020). As can be seen, the significance value is 0.000, meaning that there is enough data to support the hypothesis. For the third hypothesis, it is also possible to reject the null hypothesis. With a F value of 13.557, the statistical model is considered significant. Overall, the model suggests that the independent and dependent variables have a statistically significant and relatively positive relationship. However, its capacity to explain is limited, and other factors likely have a stronger impact on the dependent variable. Hence the alternate hypothesis i.e. “Employee engagement has a significant positive relationship with the effectiveness of recognition programs in HR talent management” is accepted.

Hypothesis 4

H4 (Feedback, Training & Employee Efficiency):

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- **H0:** Feedback and training programs do not significantly enhance employee efficiency in HR talent management.
- **H1:** Feedback and training programs significantly enhance employee efficiency in HR talent management.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367	.135	.122	1.84866

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.178	1	36.178	10.586	.002
	Residual	232.394	68	3.418		
	Total	268.571	69			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.622	.517		5.073	.000
	IV4	.367	.113	.367	3.254	.002

Table 8: Regression study for the Feedback, Training & Employee Efficiency

(Source: Quantitative SPSS analysis, Primary Data)

The fourth hypothesis's regression analysis is linked to Table 8 in the paper. As per the opinion of Nosek et al. (2021), feedback and training are one of the significant factors for the development of the development of leadership quality. Therefore, a relation between the DV of employee efficiency and IV4 of feedback and development is presented in the fourth hypothesis. From the data, it can be seen that there is a moderately positive relationship between IV4 and DV. moreover, IV4 and DV appear to have a somewhat positive association, as indicated by the R-value of 0.367. This indicates that IV4 (R Square = 0.135) accounts for 13.5% of the variation in DV. The fourth hypothesis has enough evidence to support it, as shown by the significance value of 0.002. In addition, the research may choose to reject the null hypothesis associated with the fourth hypothesis. With a F statistic of 10.586, the mode has a substantial statistical significance. When everything is said and done, this model suggests that there is a statistically significant and moderately positive correlation between IV4 and DV. Hence the alternate hypothesis i.e. “Feedback and training programs significantly enhance employee efficiency in HR talent management” is accepted.

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Correlation Test

Correlations

		DV	IV1	IV2	IV3	IV4
DV	Pearson Correlation	1	.794**	.884**	.408**	.367**
	Sig. (2-tailed)		.000	.000	.000	.002
	N	70	70	70	70	70
IV1	Pearson Correlation	.794**	1	.905**	.676**	.682**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	70	70	70	70	70
IV2	Pearson Correlation	.884**	.905**	1	.651**	.663**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	70	70	70	70	70
IV3	Pearson Correlation	.408**	.676**	.651**	1	.977**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	70	70	70	70	70
IV4	Pearson Correlation	.367**	.682**	.663**	.977**	1
	Sig. (2-tailed)	.002	.000	.000	.000	
	N	70	70	70	70	70

Table 9: Correlation analysis of the independent and dependent variables

(Source: Quantitative SPSS analysis, Primary Data)

Table 9 of the statistical analysis is relevant to the variables' correlation investigation. One may use the correlation matrix to determine if two variables have a positive or negative association (Chatterjee, 2021). As a result, alterations and their impacts may be understood using correlation data from the study. Each variable and every piece of data has demonstrated a positive association. IV1 and IV2, with Pearson correlation values of 0.794 and 0.884, respectively, show the highest connections with DV. This indicates that they account for a sizable portion of the variation in DV. The strong associations between IV1 and IV2 (0.905) and IV3 and IV4 (0.977) should be noted. This points to the possibility of multicollinearity, in which variables have a strong correlation with one another and offer redundant data.

Discussion

A primary quantitative analysis is presented in order to understand the role of HRM in talent management and the development of leadership. According to the opinion of Dwivedi, Chaturvedi & Vashist (2021), there are different factors that impact the process of organizational and employee efficiency. Therefore, a detailed understanding of the related factors with employee efficiency is presented. The DV is employee efficiency IV1 is “program for leadership development”, IV2 is Organizational culture, IV3 is Engagement of employees and IV4 is Feedback and training. Regression analysis is presented along with the correlation and descriptive

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statistics is presented. Through quantitative analysis, the relation among variables is presented. At the same time, it was noted that there was a positive relation among the variables.

The strong associations between IV1 and IV2 (0.905) and IV3 and IV4 (0.977) can be noted. This points to the possibility of multicollinearity, in which variables have a strong correlation with one another and offer redundant data. Therefore, all the variables significantly impact employee efficiency. IV3 and IV4 continue to be part of the factors of determining elements. It can be understood that they are not just observers because of their modest correlations, which range from 0.37 to 0.41 and are statistically significant at the 0.01 level. Therefore, based on the data following recommendations are presented.

Recommendation

- A separate HRM comity is recommended to look after the leadership development program.
- Developing appropriate material for training and development needs to be presented.
- Financial resource allocation is recommended to be stressed for talent management and leadership development.
- Establishing an effective organizational culture is recommended for the development of employee engagement.

All the represented recommendations are based on quantitative analysis. Additionally, all the recommendations are tangible and can be implemented in real-time.

Conclusion

Thus, a quantitative analysis is consulted in order to understand the impact of HRM on talent management and leadership development. For the study, primary data was collected from 70 resources. At the same time, a quantitative analysis was conducted using IBM SPSS. It was noted that talent management and leadership development, HRM has a significant role to play. at the same time, factors such as organizational culture, feedback and training, and leadership programs have a positive relation with employee efficiency. At the same time, it was noted that for the development of employee efficacy employee engagement is a crucial factor. In order to develop a holistic understanding problem are discussed accordingly and aligned with the other factors that impact the performance of HRM. therefore, a detailed empirical study is presented in relation to the role of HRM in human talent management and leadership development.

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