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**ROLE OF LANGUAGE SKILLS IN ORGANIZATIONAL
PERFORMANCE**

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ABSTRACT

Today's classrooms must include instruction in critical thinking as a necessary skill. It's a complex process that requires a wide range of talents, attitudes, and self-awareness. Choosing what to believe or do requires one to be self-disciplined, self-directed, rational, and introspective in their thinking. Analysis, appraisal, and inference are all examples of this kind of self-regulatory judgement. Every day, companies face new and unexpected challenges that make their management jobs more challenging and the attainment of corporate goals and objectives more imperative. Talent management strategies have recently been a focus of academics and practitioners alike, although the topic hasn't been well examined. In other words, the goal of this research is to find out how talent management strategies affect the long-term success of India based real estate enterprises. Talent management in the India is examined empirically in this study.

KEYWORDS: *Communication and Strategic Management., Intuitive decision-making, Knowledge management, Organizational performance, Rational decision-making.*

INTRODUCTION

Reading is an easier skill for students to master than any other. It's a huge source of joy for millions of people throughout the globe. People may learn about the world and themselves via reading. It's possible to "get into the belles letter's of the country's current and previous civilization" by reading, according to Chastain (219). Reading isn't only a way to learn new things and have fun; it's also a way to improve one's linguistic skills. When learning the English language, non-native speakers might rely on books as their major input. While they learn the history and cultural norms of English native speakers, they also get a hands-on experience with the language itself. However, English language learners from other countries typically struggle to comprehend what they read, making it a time-consuming and aggravating experience. In recent years, more emphasis has been placed on reading than on any other language ability. Less is more when it comes to engaging students' minds and hearts than the act of reading aloud. There is a much deeper and more nuanced issue at play here, one that has to do with the nature of reading and the purpose for which it serves. Reading is often regarded as an essential life skill. Readability is one of the four key abilities in a second-language vocabulary and grammatical structure, as Chastain puts it, that requires brain processes that are similar to those involved in listening. He says reading isn't only for the sake of knowledge and enjoyment, but because it helps one learn a new language.

LITERATURE REVIEW

A. Clemen (2018) Both native English-speaking countries and non-native English-speaking countries are seeing an increase in the importance of English as the language of international commerce. Indian employees will be surveyed as part of this research to establish how important English is to their jobs. A study conducted by academics indicated that the relevance of English in the workplace has not decreased, and respondents corroborated this point during interviews and at work. According to a study, poor English communication skills might hinder a person's ability to get a high-quality employment. Furthermore, participants underlined the need of in-house English training to develop the abilities necessary to carry out their responsibilities. Participants. Online training was the chosen way of instruction by the vast majority of those who participated, with the majority agreeing that they needed to improve their communication skills the most of all the abilities tested.

Abubakar MohammedAbubakar (2019) For firms, good information management and decision-making are crucial, according to existing Industry 4.0 studies. This paper examines management literature to highlight the importance of and provide a framework for knowledge management and decision-making style. This research proposes a framework linking organisational performance with knowledge management enablers (such as collaboration among organisational members, T-shaped skills, learning, and IT assistance). Also taken into account is the mediating effect of the knowledge generating process. It is suggested in the research that the decision-making style (i.e. intuitive or logical) has a moderating effect on the relationship between the process of knowledge development and organisational performance. A collection of assumptions based on actual study and identifying the links between the important components is presented for the benefit of the audience. t.

Salima Hamouche (2021) There is a difficult and tough climate for managers and human resource management (HRM) practitioners who must come up with inventive ways to keep their businesses running and assist their staff deal with this unusual situation. There aren't a lot of research on the impact of the crisis on human resources management (HRM). By investigating the impact of the COVID-19 on human resources management, this study seeks to broaden the scope of management research. Managers and HR experts now have new insights about the future of their organisations, thanks to the outbreak of this new illness.

Sang Kim Tran (2017) Google Inc., a well-known worldwide firm with a large technical team and a slew of capable executives, is profiled in this article from the perspective of the company's culture and subcultures. It has had a good influence on society, but there have also been managerial issues in its growth. Using a strategy established and implemented by them, they were able to identify problems that needed to be solved. We want to shed light on Google's management quandary by analysing Harvard Business Review's Oxygen Project. To highlight how Zappos' Board of Directors analyses the company's culture and subcultures, it will be contrasted to Google. Following the eight principles outlined in this article may lead to a long-term success culture in the workplace. As a business leader, you can learn a lot from this experience, no matter how large or little your company is.

Riham Al Aina (2020) Every day, companies face new and unexpected challenges that make their management jobs more challenging and the attainment of corporate goals and objectives more imperative. Talent management strategies have recently been a focus of academics and practitioners alike, although the topic hasn't been well examined. That is to say, the purpose of this study is to discover the impact of UAE real estate companies' personnel management methods on their long-term performance. An empirical investigation of UAE talent management is the focus of this paper. For this study, researchers polled 306 real estate business managers through a standardised questionnaire. Structured Equation Modelling (SEM) was employed to test the assumptions (SEM). According to the conclusions of this study, long-term organisational performance was not affected by recruiting and retention but learning and development and career management had a significant impact. According to the study, management can assist the firm achieve long-term organisational success by concentrating on coaching and training programmes and job rotation.

METHODOLOGY

Real estate buyers and sellers in India are making better investment decisions because the business is becoming more transparent. For this reason, real estate firms continue to stress the importance of "having the right people in the right location at the right time." Corporate chief executives are now developing formal policies to attract and retain top-tier employees, including new recruitment strategies, core competency hiring practises, mentorships and inclusive training programmes and career development. They also include employee recognition and current compensation practises. Nothing in the real estate industry can be completed without outstanding skill, and firms in the industry must keep this in mind. Aiming to better understand how real estate companies in the India

are attracting and retaining top talent while also providing them with opportunities for growth and development, our research focuses on talent management practises such as recruitment, retention, training and development, and career planning. Figure 1 depicts our research model, which shows the correlations between the variables we examined.

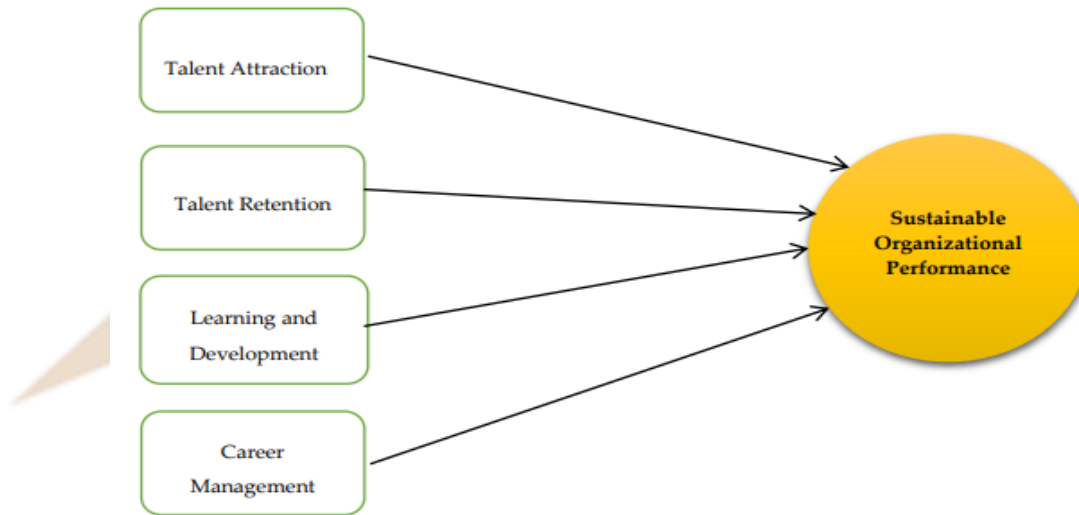


Figure 1. The research model

Real estate buyers and sellers in the India are making better investment decisions because the business is becoming more transparent. Thus, real estate firms continue to emphasise the significance of "having the right people in the right place at the right time.". Real estate CEOs are now creating formal policies that include new recruitment strategies, core competency hiring practises, mentoring, inclusive training programmes and career development, as well as employee recognition and current compensation practises in order to attract and retain top-notch personnel. Nothing in the real estate industry can be completed without outstanding skill, and firms in the industry must keep this in mind. Our research focuses on talent management practises like recruitment, retention, training and development, and career planning in order to better understand how real estate companies in the India are attracting and retaining top talent while also providing them with opportunities for growth and development. Fig. 1 presents our study model, which demonstrates the relationships between the variables that we studied.

Table 1. “Descriptive statistics and the correlation matrix.”

Construct	Mean	Std. Deviation	(1)	(2)	(3)	(4)	(5)
Career Management (1)	4.06	0.558	1				
Learning and Development (2)	3.67	0.574	0.636	1			
Talent Retention (3)	3.93	0.535	0.741	0.694	1		
Talent Attraction (4)	3.46	0.416	0.844	0.686	0.851	1	
Sustainable Organizational Performance (5)	2.69	0.449	0.758	0.618	0.542	0.701	1

SEM (Structural Equation Modeling) was used in the data analysis to see whether our suggested hypothesised model (Figure 1) was correct. To begin, we used a Confirmatory Factor Analysis (CFA) to determine whether or not our suggested model was both reliable and valid. In order to test our hypothesis, we first had to estimate the whole structural model. Table 1 shows the descriptive statistics for the most important study variables.

RESULTS AND DISCUSSION

The suggested hypotheses were tested using a Structure Equation Model (SEM) using AMOS. Using SEM, the model's observable and latent variables are assessed for their structured relationships, while the measurement error is kept under control. Models were analysed using Anderson and Gerbing's two-step technique. First, we checked the validity and reliability of this study's measurement model using a confirmatory factor analysis. The model's suitability for the observed data was also examined. As a second step, we looked at the conceptual framework and confirmed the results and test hypotheses using the standardised coefficients of the structural connection.

Measurement Model

The measurement model was assessed via Confirmatory Factor Analysis (CFA). According to the modification indices and residual matrix, three items from TA, one from TR, four from LD, and two from CM should be deleted to improve model fit. This might be owing to the fact that all of these structures seem to be measured using the same tools. Restricting the correlation between measurement errors may improve model fit, according to the modification indices. Because talent management strategies are interconnected, we expect some covariance in measurement errors to account for this. Before hypotheses can be tested using the measurement model, it must first be shown to be reliable and valid. Cronbach's alpha and composite reliability (CR), two commonly used metrics for determining measurement reliability, were used to investigate the dependability of the

measurements. It is deemed trustworthy if Cronbach's alpha and the composite reliability of each variable are at least 0.7. In terms of learning and development, Cronbach's alpha values ranged from as low as 0.71 to as high as 0.96. Reliability ratings ranged from a low of 0.7 to a high of 0.96. It's safe to say that these scores all exceeded or were at least equal to 0.7.

The "convergent validity" of the test was determined using item loadings, their significance levels, and the "average variance extracted" (AVE). The assumed structure of each element must have a substantial value (t-value 1.96), as well as an appropriate weight (loading = 0.3), to establish adequate convergent validity. Additionally, the AVE must be greater than or equal to 0.5. A range of weights from 0.46 to 0.98 are displayed in Table 2, with a p-value of less than or equal to 0.01 suggesting each item was given the proper weight within the predicted structure. It was clear that the AVE values were much over the intended threshold of 0.5. Convergent validity was established; hence it may be concluded that the measurement model was correct. With "nested models," the covariance between two variables in one model is constrained to zero, differential validity might be attained. Discriminant validity is proven when substantial differences exist between the uncontrolled and controlled models.

It was determined that the model provided in this study had an acceptable fit to the experimental data using indices like chi-square, "comparative fit index," and "root mean square approximation effort (RMSEA)." The most complete model fit indices [107] have been proposed using these indices. Using the CFA, we were able to demonstrate that our model was well-fitted ($\chi^2 = 248.703$; d.f. = 156; $\chi^2 / \text{d.f.} = 1.594$).

Common Method Bias (CMB)

There was a risk of common bias (CMB) since the data utilised in this study were derived from a single source. We employed the Lindell and Whitney stringent test, a correlation-based marker variable method, to investigate this issue. By removing the lowest correlation (0.542 in this research), frequent technique bias may be mitigated. The t statistic was used to evaluate the significance level for the corrected correlations. Using these approaches, we found that no significant correlations had become non-significant after being corrected for common method bias, indicating that the bias in our observations in this survey had not been properly compensated for by the methodology (as shown in Table 4).

CONCLUSION

Teaching reading may be done in conjunction with other language-learning activities in the classroom. As an example, it may be utilised to help students improve their understanding of grammar and sentence structure as well as their writing and speaking abilities and critical thinking processes. Many students in Iran and many other countries are learning English without ever having the chance to talk to or interact with native English speakers. These students may need the usage of English-language literature or scientific and technical publications in order to succeed in their careers. Increasing productivity and gaining a competitive advantage over the long term are two of the most common reasons why companies use people management practises and methods. It is the management of workers' careers that is the primary emphasis of talent management.

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