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## **Analysing Employee's Performance through Talent Management: The mediating role of Organizational Engagement.**

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### **Abstract**

The current study examines on the relationship between talent management and employee performance. Theoretically, talent management is made up of six talent management (practices: talent planning, workplace culture, talent recruitment and retention, talent development, professional advancement, and rewarding. Despite its significance, our understanding of talent management is limited to how it affects employee performance. The current study aims to critically examine the relationship between talent management and work employee performance via the mediating role of organizational engagement. This study's conceptual model of the Ability, Motivation, and Opportunity framework to better understand the mechanisms that facilitate the linkages between talent management, firm employee performance. The current study examined these underexplored relationships using Pakistan's banking sector as a research study for developing markets. A questionnaire survey was used to collect data from 297 respondents of bankers in various departments to summarising the respondents' opinions. To analyse the components of the hypothesised model, the current study used structural equation modelling techniques SEM-PLS. The current study's findings discovered that organizational engagement facilitates the employee's performance. Furthermore, organizational engagement in the company were found to be positively and significantly related to talent management. The current study's findings might be valuable for businesses that emphasise the importance of organizational engagement in attaining improved employee performance through talent management in their organizations. This study contributes to understanding by putting the model to the test in the services industry and expanding talent management research to Asian emerging nations such as Pakistan.

The theoretical contributions of the current study offer support for theorists of "best practices" or a universalistic approach to talent management rather than the best-fit approach; support for the assumptions underpinning support of the AMO model as a framework for developing a talent management system that integrates ability-enhancing employee planning and rewarding systems; and motivation-boosting professional

advancement; and working environment and opportunity-enhancing retention and satisfaction practices, ultimately results in performance. It is one of the Pakistani studies that analyses the relationship between talent management, employee performance, so contributing to our understanding of emerging markets.

**Keywords:** Talent management, organizational engagement, and employee performance.

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## **Introduction**

World is moving fast and to compete with that pace the organization needs a management so that they can survive and to manage to move. There are several external factors that can present difficult situations to cope with. The unforeseen events such as financial crisis, pandemics, change in political setup, policy, technology advancements, and economy can potentially have dire consequences for organizations that require prompt adaptability, actions, change and transformation for their survival and sustainability (Lado & Wilson, 1994; Wright et al., 1994). Human Resource departments in many organizations are working hard to emphasise the value of talented management as a critical success factor in order to improve job performance.

Talent management is more dynamic, requiring resources to be invested in a smaller group of employees with specialised knowledge, expertise, abilities, and potential to raise production and improve business performance (Collings & Mellahi, 2009). In other words, talent management can be defined as a continuous process for the organizational management which involves the process to retain and attract the talented employees. The main purpose of talent management is to develop the skills of employees and create motivated work environment wherein the employees urge to stay over a long period of time.

Employee performance is another key outcome that may potentially be affected by the talent management practices (Buil et al., 2019). Employees become loyal when the company provides them training and improve their skills to meet the company's objective. Employee can perform in either way, the employee can perform individually or within a team to achieve the organization's goals (Shaikh et al., 2017). An employee that performs well does so because they want to help the organization accomplish its goals and be more productive.

Engaged employees are always ready to perform and they are highly motivated and prefer to go the extra mile (Gorgievski et al., 2010). Those people who are engaged in organizational matters are good at communication, they share relevant information with colleagues, they give new ideas or suggestions, and they speak for the organization. Therefore, examining the interplay between talent management, employee performance and organizational engagement may provide new insights for managers and academia.

## **Research objectives**

Critical gaps in existing literature have been recognised, and a conceptual framework has been established to explain the link between talent management and employee performance e.g., (Azmy, 2021; Gallardo & Thunnissen, 2016; Lei et al., 2018). This study relied on responses from respondents at various organizational levels. (i.e., regional head office executives, branch managers, operations managers, and front desk employees in the head

office and branches of banks) to evaluate the relationship between talent management, employee performance. The purpose of this study is to empirically test the proposed model in order to evaluate the influence of talent management on employee performance within the framework of Pakistan's banking sector. The independent variable, talent management, has as a composite of six dimensions supported by the AMO framework that improve employees' abilities, motivation, and chances to contribute to work outcomes (Beugelsdijk, 2008; Gelens et al., 2013). These dimensions are talent planning, workplace culture, talent recruitment and retention, talent development, professional advancement and rewarding. The dependent variables of the study include employee performance. "AMO framework" (Appelbaum et al., 2000) have been employed as theoretical perspectives in this study to underpin relationships between the study variables.

There are three aspects of AMO's ability to enhance employees' performance. Like employees have abilities, they will think creatively and provide better suggestions (Eileen et al., 2000).

Research objectives of the current study are primarily based on the paucity of research both from academic and contextual standpoint. To fill the identified gap, the following objectives are formulated:

- To examine the relationship between talent management and employee performance through the underlining role of organizational engagement, in the context of banking sector of Khyber Pakhtunkhwa, Pakistan.
- To investigate the mediating effects of organizational engagement on the relationship between talent management and employee job performance.

### **Research questions**

Following a thorough review of relevant literature, the thesis leading research questions were developed. Several critical gaps in the literature on the relationship between talent management and employee performance in the services sector were discovered. Current research examines the growing importance of talent management as a predictor of employee performance (Bibi, 2019; Hamidi & Saberi, 2014). Companies that successfully manage their talent management practices claim higher levels of employee performance (Hamidi & Saberi, 2014; Lei et al., 2018). As a result, the current study's overall research topic refers to the mechanism by which talent management impacts employee performance in the banking the "AMO framework" (Appelbaum et al., 2000), put forward the model that talent management positively affects employee performance and via organizational engagement of the organization. In line with the above-mentioned research objectives, this study aims to answer the following research questions: -

- Does talent management predict employee performance?
- Does organizational engagement mediate talent management relationship with employee job performance?

### **Significance of the study**

A significance of the study is a statement backed by facts and figures that verify how and why the current study was needed to investigate. It is a justification and importance that why

the study is important to fill the gap of new knowledge, theory, literature, society, scholar, and policy makers that they will take advantage from it. In this regards the following significance of the study are underline.

1. This study is likely to contribute to fill the vital gaps in theory and practices of talent management by developing and testing the conceptual framework that considers the gaps which are highlighted in the previous studies.
2. The current study will provide contribute by organizational engagement as mediating variables between talent management and employee performance. This research is going to enrich the concept of organizational engagement as mediator which was rarely studied in prior research but in this model, it has the important roles such as in between talent management and employee performance
3. This research tries to contribute to the existing theoretical work. The proposed model helps in the clarification of talent management that are likely to improve an employee's performance. The model contributes to the understanding of the relationship between talent management systems and the organization and engagement (Gelens et al., 2013; Malkawi, 2017).
4. The current study will introduce a conceptual model backed “Ability-Motivation-Opportunity Framework” to test, find empirical results and development of conceptual framework.
5. The current study using organizational engagement as mediator between management and employee performance. The research questions and objectives of this study will contribute contextually to the practices and theory side of talent management and employee performance in relation to the underling mechanism in the commercial banking sector of Khyber Pakhtunkhwa, Pakistan.
6. The current research study will contribute to the society as all of the human resources whether in banking sector and any other sectors comes from the society. However, Pakistan's representation in talent management practices is notably limited, with only a few studies in the field (Abbasi & Sohail, 2013; Ahsan, 2018; Bibi, 2019).

### **Literature and development of hypotheses**

The purpose of this study is to investigate and learn about the effects of talent management on employee performance from the standpoints of organizational engagement.

### **Talent Management**

Talent Management is not totally new, it has been used before. In 1957, it was first introduced in the paper by the American Management Association (Dooher & Marting, 1957). In recent times, the term “talent management” is frequently used by the authors. Talent management gained popularity in late 90’s, McKinsey & Company introduced it in their research on "The War for Talent" (Michaels et al., 2001). Talent management can be seen as a critical asset to organizational success, as it provides a competitive advantage in identifying the weak areas of a firm, developing new strategies, and deploying a talented employee in the right place for the organization. An employee needs the attention of his or her supervisor while performing a task. They require support in order to perform better for the company. Workers' talents and abilities are facilitated by managers' assistance and

organizational resources, which improves talented employees' morale and results in excellent outcomes (Collings & Mellahi, 2009). The talent management cycle includes the following phases and levels: workforce planning, talent recruitment, talent development, talent deployment, talent retention, and talent assessment (Yener et al., 2017). In talent management, efficient and modern policies are implemented. Thus, the potential of individuals may be used to achieve the organization's strategic goals. Twenty-six items have been used to assess these constituent practices of talent management. These elements were adapted from previous research (Yener et al., 2017).

### **Employee performance**

Employee performance plays vital role in organizations smooth running (Kellner et al., 2019). (Rynes & Colbert, 2002) argue that many problems confront the organization. One of the most difficult issues is determining how to evaluate employee performance in order to implement more efficient and "valid" strategies. The organization must establish performance strategies to increase their ability to differentiate between "good" and "poor" employees in terms of performance. As a result, companies must be aware of their employees' skills in order to manage them and, and align them with the broader business plan of the firm (Boxall & Purcell, 2011). Those employees who have the ability to work are capable of performing, when they are given a task, their performance can be evaluated. Employee performance is improved by the quality of their job, their production, their timeliness, and their ability to work together. Employees with high morale deliver results that benefit the company's bottom line. Motivated employees pay more attention, use their abilities more often, are satisfied with their jobs, and express their loyalty to the company (Somers & Birnbaum, 1998). If an organization wants to achieve high-level performance, it must always use these three determinates (Aguinis, 2009). Employee performance improves when they feel that managers have faith in their work and trust their employees. This brings consistency, and they perform better and give positive outcomes.

### **Organizational engagement**

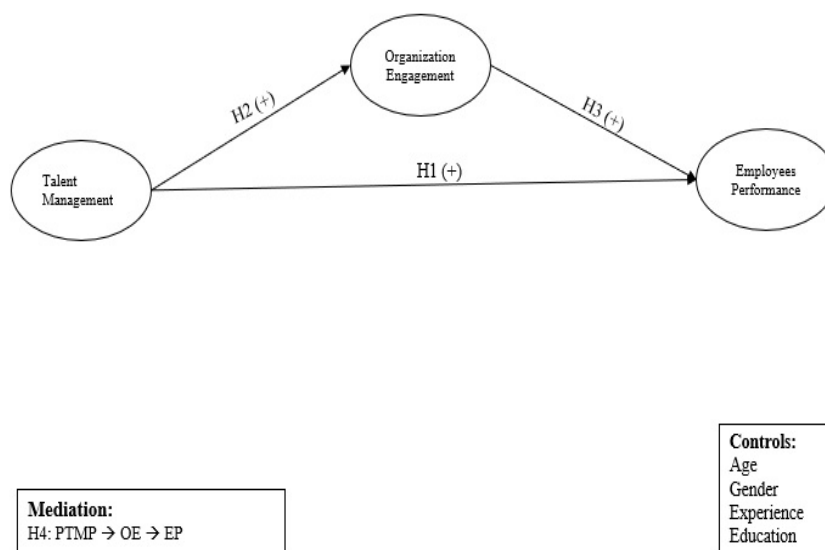
Giving your employees a sense of involvement, flexibility, and trust is what employee engagement entails. It's not the same as motivation or job participation, because it manifests on three levels: emotional, cognitive, and physical. Employees that are active at these levels have strong relationships with their supervisors and subordinates, as well as a clear understanding of their specific goals and position, which drives them to generate positive results and stay with the organization. Organizational engagement is all about the passion, energy, willingness and efforts of employee to help the organization to succeed to achieve the goal (Cook, 2008). The favourable job outcomes can possibly be achieved when employees listen to their management and act accordingly as they are instructed (Sanchez, 2007). Employee engagement encompasses the extent to which employees show their commitment towards the organization (Falcone, 2006). According to (Mone et al., 2011) research, if an organization wants to be a global participant in the economy, they must have a numerous leader who are outstanding at fulfilling the objectives and have excellent abilities at their primary goals. To get outstanding results, the team leader must participate and show positive engagement, the organizational top management must also be committed (Andrew & Sofian,

2012). There is a widespread belief that bad management causes employees to become disengaged and uncommitted. Positive communication between employees and management contributes to a good working culture, which can affect organizational engagement (Bin, 2015).

### Theory Support

According to the literature review, numerous researchers have used theories to describe the process that links the talent management with employee performance. In this regard, the researchers have identified similar theories, in their meta-analysis (Jiang & Messersmith, 2018). Amongst other theories that have been adopted in the previous studies, Ability-Motivation-Opportunity (AMO) (Appelbaum et al., 2000). There are numerous ideas or theoretical views presented in extant research to improve the link between talent management, employee performance. According to the researchers, the “Ability-Motivation-Opportunity (AMO) framework” has been extensively used in previous studies (Boselie et al., 2005). The AMO framework (Appelbaum et al., 2000) defines that (A) Abilities of employees can be improved through knowledge they gain and grow their skills, (M) while working under talented supervisor it motivates their feeling and they are happy to work for the organization (O) employees get opportunity to prove their self and express their talent (Armstrong et al., 2010; Kellner et al., 2019). The AMO model states that to accomplish the staff performance, i.e., staff "ability, motivation, and opportunity," the effect of these three factors plays a critical role between talent management practices and organizational outcomes (Gallardo & Thunnissen, 2016; Singh, 2021). AMO theory overall supports the framework of this study, which are based on TM strategies in order to implement performance (Zaki & Norazman, 2019).

## CONCEPTUAL FRAMEWORK



### **Research Hypothesis:**

The paper carries the following hypothesis

- H1: There is a significant positive relationship between talent management and employee performance.
- H2: There is a significant positive relationship between talent management and organizational engagement.
- H3: There is a significant positive relationship between organizational engagement and employee performance.
- H4: Organizational engagement positively mediates the relationship between talent management and employee performance.

### **Methodology**

The current study a quantitative in deduction approach was employed. Cross sectional data using adopted questionnaire was distributed among people. This study will check the organizational engagement as a mediator between in relation with talent management and employee performance. The study took place at the banks of Khyber Pakhtunkhwa, Pakistan. The current study's target population is executives' level, managers, and officers' level and from their field offices and front desk officers of Pakistan's banking sector. The population of the study was 297. A widely used sample estimation method in SEM-PLS is based on the ratio between indicators and cases. It presented a rule of thumb which states five cases per observation per indicator variable in setting a lower bound of an adequate sample size (Nunnally, 1967). Defining the target population, deciding on a sampling frame, selecting a sampling technique, and calculating the sample size. These are the four major sample processes suggested by (Hair et al., 2014).

### **Instrumentation**

A survey was conducted to gather the information through primary data collection method. The questionnaire included four sections, the first section is on demographic aspects, second section starts with the 26 items of talent management which is measured by six bundles that is talent planning, workplace culture, talent recruitment and retention, talent development, professional advancement and rewarding, employee performance which is in the third section and is consisted of 09 items. The last section had covered the organizational engagement with a total of 06 items. "Likert Scale" has used to measure the independent and dependent relationship of variables. Statistical instruments such as measurement model, structural model, Cronbach's alpha.

### **Data Collection**

Data was collected from executives' level, managers, and officers' level and from their field offices and front desk officers at the regional head offices and branch offices of banks in the province of Khyber Pakhtunkhwa, Pakistan. To get access to the survey, the surveys were self-administered and sent by postal mail describing the study's aims and objectives as well as the relevance of the survey.

## Data Analysis

The purpose of this study is to empirically evaluate the relationships between independent and dependent variables (i.e., talent management, employee performance) and the mediating impact of organizational engagement on these relationships. (Hair et al., 2018) proposes structural equation modelling as the most effective and acceptable estimate approach in situations when the researcher is trying to examine the connections between several variables at the same time.

## Demographic Analysis

Demographic characteristics revealed that in 297 respondents, the male respondents were 81.1 percent, whereas female respondents were 18.8 percent. Qualification of respondents was recorded with a maximum of 76.4 percent with master's degree. Upon analysing the current position of the respondents, it has been observed that 35.3 percent employees were in front desk employees whereas 13.4 percent employees were in Regional/Head office Executive.

Table 1. Demographics

		Frequency	Percentage
Gender	Male	241	81.1
	Female	56	18.8
Age	25-30 years	74	24.9
	31-40 years	135	34.0
	41-50 years	71	23.9
	51-60 years	17	5.7
Experience	1-5 years	62	20.8
	6-15 years	139	46.8
	16-25 years	66	22.2
	26-35 years	30	7.5
Designation	Front desk Officer	105	35.3
	Branch Manager	78	26.2
	Branch Operations Officer/ Manager	74	24.9

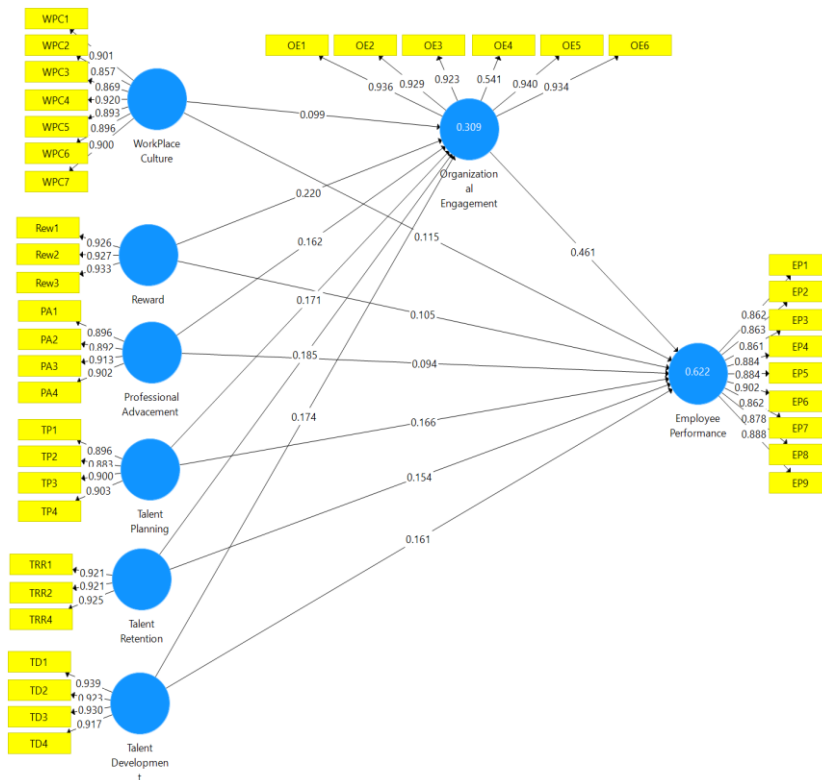


	<b>Regional/Head office Executive</b>	<b>40</b>	<b>13.4</b>
Qualification	<b>Graduates</b>	<b>63</b>	<b>21.2</b>
	<b>Masters</b>	<b>227</b>	<b>76.4</b>
	<b>PhD</b>	<b>7</b>	<b>2.3</b>

### Measurement Model

There are two parts in path model that is structural model and measurement model (Hair et al., 2018). The relationship between latent variables is represented by the structural model, and this model is also known as the inner model. The relationship between the latent variables (constructs) is shown by the measurement model and associated indicators; it is known as the outer model (Hair et al., 2018). The current study has three constructs in the structural model, and these constructs are Talent Management, Organizational Engagement, and Employee Performance. The Talent Management constructs are complex; to reduce the model complexity, a higher level was operationalized. In accordance with suggestions of (Jiang & Messersmith, 2018), as a second-order reflective-formative construct, talent management was operationalized. This method allows the lower-order components to be combined into a single higher-order multidimensional construct (Hair et al., 2018). All of the scales used to determine the lower-order components of the measurement model had already been published and utilised in several other studies. The study's measurement models presented as under.

Figure 1: Measurement Model



### Reliability of the constructs

The questionnaires for talent management practices, employee performance and organizational engagement which is used in the study designed by (Rodwell et al., 1998; Saks, 2006; Yener et al., 2017). Once the analysis of the questionnaire completed, as per analysis of cronbach's alpha.

The Cronbach's alpha value must be greater than 0.70. (Hair et al., 2007), the Cronbach alpha value of each scale utilised in this study was computed, and any scale with a value less than 0.7 was eliminated from further analysis, and (2) the corrected item-total correlations must fall between 0.35 and 0.80 (Netemeyer et al., 2003). All variables under investigation had coefficient alpha values of better than .7, indicating that these variables have good reliability estimates. Likewise, corrected item-total correlations were found to be more than 0.35, therefore all such items were maintained. The value of corrected item-total correlations was found to be more than 0.35, therefore no items were changed, and they were retained the results were given in the table below

Table 2: Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.962	0.962	0.967	0.768
Organizational Engagement	0.936	0.959	0.952	0.773
Professional Advancement	0.922	0.924	0.945	0.811
Reward	0.92	0.924	0.949	0.862
Talent Development	0.946	0.954	0.961	0.86
Talent Planning	0.918	0.922	0.942	0.802
Talent Retention	0.913	0.915	0.945	0.851
Workplace Culture	0.957	0.967	0.964	0.794

### HTMT

The HTMT method was used to assess discriminant validity (Hair et al., 2014). Table 3 shows the results of HTMT, which show that all HTMT values were less than 0.85, and the HTMT inference threshold was less than 1. As a result, discriminant validity is confirmed.

Table 3: Validity Analysis

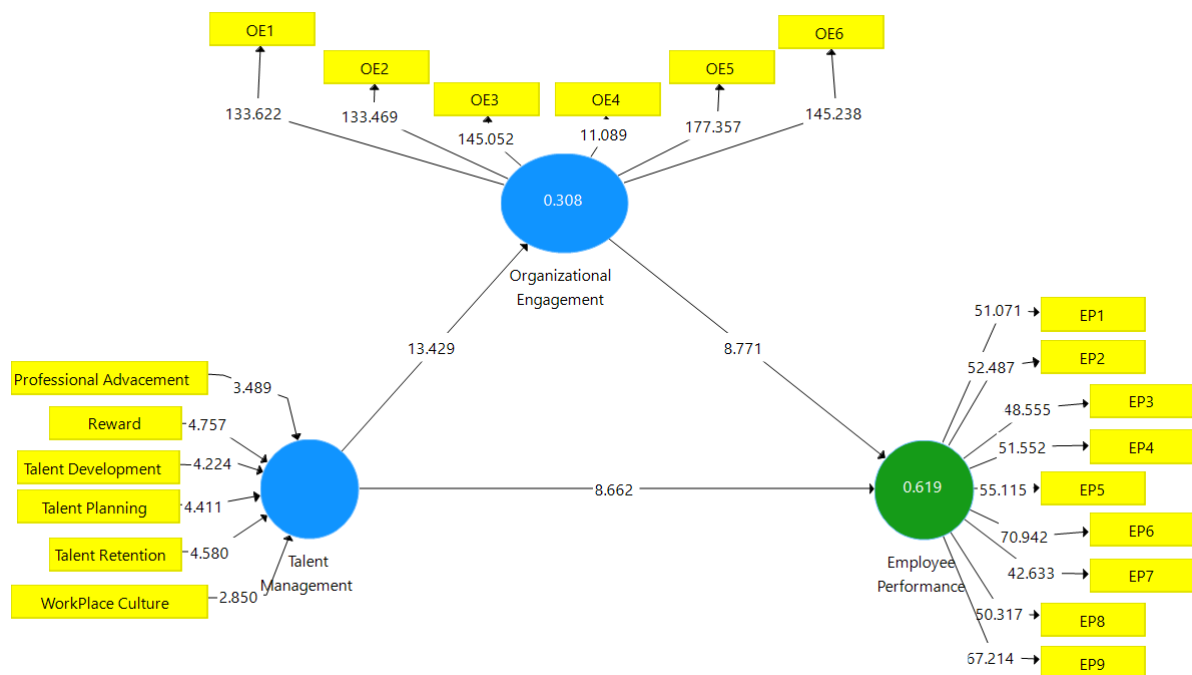
	Employee Performance	Organizational Engagement	Professional advancement	Reward	Talent Development	Talent Planning	Talent Retention
Organizational Engagement		0.737					

Professional Advancement	0.388	0.343					
Reward	0.395	0.374	0.101				
Talent Development	0.406	0.293	0.385	0.026			
Talent Planning	0.441	0.343	0.055	0.413	0.166		
Talent Retention	0.391	0.309	0.254	0.243	0.02	0.105	
Workplace Culture	0.329	0.277	0.163	0.047	0.302	0.154	0.114

### Structural Model

To test the hypotheses, a full model was run with a bootstrapping technique that employed 5000 randomly chosen samples with replacement. The study's structural model with control variables is depicted in Figure 2. A set of two relationships, direct and indirect relationship will be examined and explored. Table 5 show the results of direct relation, and in Table 6 shows the indirect relation results.

Figure 2: Structural Model



### Coefficient of Determination ( $R^2$ Value)

According to (Hair et al., 2018) the endogenous components of the structural model explain variance, which is indicated by the value of  $R^2$ . The results can be seen in Table 4, in which it shows the significance of employee performance is 0.622, the magnitude of organizational engagement is 0.309.  $R^2$  value of 0.12 or less suggests a low effect size, 0.13 to 0.2 indicates a medium effect size, and 0.26 or more indicates a large effect size (Cohen, 1992). The present study's constructs had a higher  $R^2$  value.

Table 4: Values of  $R^2$

	R Square	R Square Adjusted
Employee Performance	0.622	0.613
Organizational Engagement	0.309	0.295

### Hypothesis testing

The hypothesised direct relationship testing results are summarised in Table presented as under.

Table 5: Direct relation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Value:
Organizational Engagement -> Employee Performance	0.458	0.454	0.052	8.87	0
Talent Management -> Employee Performance	0.688	0.695	0.023	30.067	0
Organizational Engagement -> Talent Management	0.555	0.567	0.042	13.291	0

### Talent Management and Employee Performance

H 1 hypothesised a relationship between Talent Management and Employee Performance (EP). A positive relationship between talent management practices and employee performance has been hypothesised. There is a positive correlation between talent management and employee performance, and the findings between the variables (Sample Mean = 0.695, Standard Deviation = 0.023) and t statistics = 30.067. As a result, Hypothesis H 1 was supported.

### Talent Management and Organizational Engagement

H 2 hypothesised a relationship between Talent Management and Organizational Engagement. A positive relationship between talent management practices and organizational engagement has been hypothesised. The findings between the variables (Sample Mean = 0.567, Standard Deviation = 0.042) and t statistics = 13.291. As a result, Hypothesis H 2 was supported.

### Organizational Engagement and Employee Performance

H 3 hypothesised a relationship between Organizational Engagement (OE) and Employee Performance (EP). A positive relationship between organizational engagement and employee performance was hypothesized. There is a positive correlation between organizational engagement and employee performance, and the findings between the variables (Sample Mean = 0.454, Standard Deviation = 0.052) and t statistics = 8.87. As a result, Hypothesis H 3 was supported.

### Indirect relationship

(Zhao et al., 2010) suggested the bootstrap test method for mediation analysis. According to the authors, the approach to mediation analysis (Hair et al., 2018) can overcome the limitations of the Sobel test (Sobel, 1982) and (Baron & Kenny, 1986). For mediation analysis, the bootstrap technique was used in the combination with Smart PLS software.

### Talent Management → Organizational Engagement → Employee Performance

The mediation effect of Organizational Engagement on the talent management practices and employee performance relationship was investigated in Hypothesis 4. It was predicted that the relationship between talent management and employee performance would be mediated by organizational engagement. The findings between the variables (Sample Mean = 0.259, Standard Deviation = 0.042) and t statistics = 6.098. As a result, Hypothesis H 4 was supported.

Table 6: Indirect relation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV  )	P Val ues
Talent Management -> Organizational Engagement -> Employee Performance	0.254	0.259	0.042	6.098	0

### Conclusion.

The current study investigated the relationship between talent management and employee performance. The conceptual model included talent management as an independent variable, which was hypothesized by the six bundles of variables of the study that are as follows: talent management practices (talent planning, workplace culture, talent recruitment and retention, talent development, professional advancement and rewarding). The dependent variables of the current study included by organizational engagement and employee performance.

The goal of talent management is to strengthen organizational policies while also improving employee skill, motivation, and discretion. Previous research has found that talent management is positively related to employee performance (Bibi, 2019). Prior research has shown that implementing talent management leads in a win-win situation for both the firm and its employees (Abazeed, 2018).

Engaged employees improve the performance of the organization and they become more productive. The reason behind this is the friendly environment provided by the management. Positive communication between employees and management promotes a positive work culture, which can influence organizational engagement (Bin, 2015).

According to the AMO framework, talent management may be related to work outcomes by influencing three elements of employee performance: employee ability, motivation, and opportunity to perform.

The current study's findings indicate that talent management has a direct impact on organizational engagement, which are prerequisites for employee performance capabilities. According to the findings, choosing and maintaining competent people with better abilities obtained via training, education, and experience provides significant benefits to firms in terms of higher employee performance. Similarly, organizational engagement has a significant effect on employee performance of banking sector.

The current study experimentally demonstrated the role of engagement as mediator in the relationship between talent management, employee performance. Thus, talent management, organizational engagement may be classified as independent but interrelated predictors of employee performance in the banking sector. It is strongly advised that banking corporations explore broader adoption and investments in talent management in order to improve employee's performance.

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