

The Influence of Talent Management Techniques on Employee Performance

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ABSTRACT

By managing employee performance, the business ensures that its employees contribute to producing high-quality goods and/or solutions. The monitoring finds motivating high performers to meet company goals easy because employee performance is higher in satisfied and happy workers. The research examined the impact of talent management techniques (realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development) on employee performance. The study will present a model for employee performance in government enterprises in the UAE. In the sense that it incorporates the variables into a model, this study is distinctive. The relevance of talent management techniques in this study is being recognized by government organizations in the United Arab Emirates, and this research places particular emphasis on the relationship between talent management practices and employee performance. The findings of this study assisted researchers in many fields of study in examining problems relating to government organizations in the United Arab Emirates and their social attitudes. The significant theoretical contributions of the research are that the selected talent management techniques were found to be significantly related to employee performance.

Keywords: Performance-Based Compensation, Realistic Job Previews, Perceived Organizational Support, Work-Life Balance, Employee Performance, Training and Development, Mentoring,

INTRODUCTION

In the present day, academics have always attempted to connect talent management (TM), employee performance (EP), and HRM. Over the past ten years, the importance of talent management (TM) has grown as a strategic component of businesses (Jafari & Khanmohamadi, 2016). By reducing the cost of hiring, TM has a substantial impact on an organization's performance. It also increases production, productivity, and profitability (Colling & Mellahi, 2009). When a business leverages TM, and universe of opportunities for competitive advantage become available (Schuler et al., 2011). In fact, a company's status in each industry is determined by its ability to attract, motivate, and develop its workforce. Consequently, TM has an impact on whether a company succeeds or fails.

In the present day, academics have always attempted to connect TM, EP, and HRM. The issue is that TM and HRM are only the two faces of the same issue (Luna-Arocas & Morley, 2015). Regardless of their skills, knowledge, or experience, the human resource department views every employee as an unusable asset. In contrast, TM concentrates on certain staff groups based on their strengths and output (Schiemann, 2014). TM has a broader vision because it focuses on company goals and expected results, whereas HRM has a narrower vision because it focuses on people.

The process of discovering talent and developing its practices in employees is one of the main responsibilities that the organization and its leaders must pursue to constantly update the knowledge and skills of employees (Myers, 2020). In TM, the first aspect and basic structure of employee growth is the design and implementation of competencies (Golubovskaya et al., 2019). Each employee is analyzed according to the required competency scores as well as the results of competency analysis that will certainly be used to create all employees so that employees can perform tasks as expected and do well, in some situations exceeding expectations (Ennis, 2008).

It is normal for some organizations to invest more in high potential employees than regular employees as a result of assumptions about payments that are more appropriate for the organization (Kim & Leach, 2020).

Keeping in mind that talent management has become a worldwide challenge for enterprises, the Talent Management Techniques (TMT) handles the manpower or manpower force that includes on the skills and expertise of the workers (Alzbaidi, 2020). TM is a proactive approach to bettering job opportunities, internal mobility, and user quality (Alparslan & saner, 2020). The TM places emphasis on finding talent, combining, and adapting skill, growth, training, incentives, and participation. The proficient workers implies that organizations must recognize exactly how to identify, take care of, establish maintain and get the most effective out of their right people, as well as strategically execute ability as well as guarantee that there are enough ability networks to support the organization strategic goals (O'Halloran, 2020).

However, TMP alone will not improve an organization's performance; instead, it is the hearts and minds of its employees that will determine the organization's true success. TM techniques also enable staff members to devote themselves wholeheartedly to their work by encouraging both heart and mind engagement (Kaleem, 2019). As a result, TM should enable businesses to help employees feel at ease and in line with the demands of their jobs (Harsch & Festing, 2020). The research will attempt to review TMT from the point of view of the concept of social exchange in its partnership with organizational campaigns as well as employee engagement (Narayanan et al., 2019).

The principle of leadership by influencing TMT depends on the experiences, qualities and choices of executive leaders, the direction of the organization and influences strategic decisions (Samimi et al., 2020). The competency leadership process is greatly influenced by the TMT of the organization. Effective activities to maintain tactical competitiveness and effective leadership activities are linking the vision, establishing, or maintaining core competencies, and advancing human resources and employee capabilities and the performance of the organization as a whole (Al-Ayoubi et al., 2020).

Another distinction arises in terms of staff selection; TM prioritizes important workers and high performers. Key workers, according to Morgan and Jardin (2010), are individuals that often astound their superiors with their level of performance, exhibiting favored behaviors, and adhering to the company's code of conduct. They are also very interested in self-improvement (Cheloha & Swain, 2005). These workers are the primary reason for increased client attraction and employee motivation (Collings & Mellahi, 2009). TM examines the abilities required for an organization's success before attempting to create them. TM is a strategy of improving EP on the workplace by offering wage increments to employees (Sonnenberg et al., 2014).

TM development necessitates effort and long-term strategies; yet, although designing a development plan is simple, sustaining and analyzing its effectiveness is challenging (Ananthan et al., 2019). Employee retention and performance may be improved by educating and training them through efficient personnel management methods (Schiemann, 2014). Wiwczaroski and Richter (2017) present a more in-depth overview and specific instances of employee training, demonstrating how the TM process influences EP and how it aligns with the organization's future goals.

TMT and their influence on the behavior of human resources with suitable talents and skills, as well as the performance of workers, are crucial in all businesses, regardless of their sector of activity (Dajnoki et al., 2018). Scholars and practitioners have been drawn to the issue of TM. Despite its rising popularity, the notion of TM remains a little hazy. Furthermore, there is a lack of attention to how TM and other management views, such as EP are handled (Anlesinya et al., 2019). Because of its relevance and influence on the entire performance of the business, TM has become a priority for companies all over the world leadership efficiency in particular (Cascio & Boudreau, 2016).

LITERATURE REVIEW

Realistic job preview (RJP) is a tool business, and companies utilize as a method to interact the good and the bad attributes of the work throughout the working with the process of brand-new employees or as a device to reestablish work uniqueness for existing workers (Andriukaitienė et al., 2017; Cumberland et al., 2016; Mendenhall et al., 2017). Some researchers that have researched RJP they found out that RJP has a positive impact in increasing EP (Al Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018). RJP is making it easier for the firms to develop the employees and see the performance variance by getting rid of low performing employees (Kaleem, 2019; Naim & Lenka, 2017). Based on that, the researcher is expecting the significant impact of RJP on EP in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in other studies (Bhatia & Baruah, 2020; Chaudhuri et al., 2018; Kaleem, 2019; Naim & Lenka, 2017; Pooranee et al., 2020).

H1: RJP has a significant relationship with EP in the Government Organizations in the UAE.

Performance-based payment/compensation (PBC) is a system for gratifying workers economically, beyond their regular wages (Boštjančič & Slana, 2018; Froese et al., 2020). A business that uses these systems should be prepared to specify and track performance, as well as provide compensation, such as rewards, when purposes are met according to criteria (Presbitero, 2017; Rawashdeh, 2018). Some researchers that have researched performance-based payment they found out that performance-based payment has a positive impact in increasing EP (Boštjančič & Slana, 2018; Dahshan et al., 2018; Froese et al., 2020; Presbitero, 2017; Rawashdeh, 2018). Performance-based payment is making the payment only depending on how the employees are performing, and this will enable the employee to perform better (Ochieng'Ojwang, 2019). Based on that, the researcher is expecting the significant impact of performance-based payment on EP in the government organizations in the UAE. This hypothesis is the same and aligned with other hypotheses in others studies (Alzbaidi, 2020; Lawler, 2017; Mahlahla et al., 2020; Ochieng'Ojwang, 2019; YAU, 2020).

H2: PBC has a significant relationship with EP in the Government Organizations in the UAE.

It may be challenging to achieve the optimum work-life balance (WLB), which is the amount of time you spend working compared to the amount of time you spend with your family and doing activities you like (Alias et al., 2016). WLB has been studied by certain researchers, and they discovered that it positively affects worker performance (Barkhuizen et al., 2017; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020; Sabuncu & Karacay, 2016;). WLB is making the employees more comfortable, which highly affecting their performance (Khan, 2019; Sigilai, 2019). Based on that, the researcher is expecting the significant impact of WLB on EP in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (bin Abdul Hamid et al., 2020; Cocuľová, 2020; Collings et al., 2019; DP et al., 2020).

H3: WLB has a significant relationship with EP in the Government Organizations in the UAE.

The degree to which employees feel their organization values their contributions, cares about their well-being, and satisfies their socioemotional needs is known as perceived organizational support (POS) (Claus, 2019; Matata, 2017). Some researchers that have researched POS they found out that POS has a positive impact on increasing EP (AGARWAL, 2018; Damarasri & Ahman, 2020). POS is making the employees feel valuables, and this will make them more motivated to perform better (AGARWAL, 2018; Al Aina & Atan, 2020; Damarasri & Ahman, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020; Mensah, 2019). Based on that, the researcher is expecting the significant impact of POS on EP in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Chandrasekara & Weerasooriya, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018).

H4: POS has a significant relationship with EP in the Government Organizations in the UAE.

Mentorship (MNT) is a connection in which a more educated person assists to help much less experienced or much less educated person (Abdulkarim & Kah, 2020; Chandrasekara & Weerasooriya, 2020). The advisor may be older or more youthful than the individual being mentored; however, they should have a specific area of competence (Johennesse & Chou, 2017; Ramli et al., 2018). Some researchers that have researched MNT they found out that MNT has a positive impact in increasing EP (Jing & E, 2003; Masri & Abubakr, 2019; Meyers,

2020; Salau et al., 2018; Sinha et al., 2016; SOPIAH et al., 2020). MNT is making the employees under control and evaluation, which will encourage them to be always performing good (Ahmetoglu et al., 2018; Pawirosumarto et al., 2017). Based on that, the researcher is expecting the significant impact of MNT on EP in government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Altay et al., 2018; Dubey et al., 2017; Meng & Berger, 2019; Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017; Pawirosumarto et al., 2017).

H5: MNT has a significant relationship with EP in the Government Organizations in the UAE.

Enhancing organizational effectiveness includes developing teams, people, and groups within it (Nguyen & Watanabe, 2017; Zeyada, 2018). Some researchers that have researched training and development (T&D) they found out that T&D has a positive impact in increasing EP (Chong et al., 2018; Dubey et al., 2017; Hoque, 2018; Nguyen & Watanabe, 2017; Santos & Gonçalves, 2018; Zeyada, 2018). T&D are making the employees always in good shape and able to perform the assigned tasks according to what is needed (Santos & Gonçalves, 2018; Shao, 2019). Based on that, the researcher is expecting the significant impact of T&D on EP in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Ax & Greve, 2017; Chong et al., 2018; Gochhayat et al., 2017; Pietersen, 2017; Shao, 2019).

H6: T&D has a significant relationship with EP in the Government Organizations in the UAE.

RESEARCH METHODOLOGY

Research hypotheses are developed based on prior research regarding the relationship between EP, and TMT in the UAE public sector. For the study, the survey approach will be used. Previous studies where the items would be used in order to address the research questions have been given as the source of the measurement employed on each variable. The data will only be collected once, possibly over the course of several days, weeks, or months, in this one-shot or cross-sectional study design, in order to address the research questions. All respondents will receive a questionnaire, which will be collected after the measurement is finished. Data will be dispersed and collected once only. Cross-sectional research has the advantage of being quick and cost-effective.

Management, supervisors, and managers from all UAE Government housing program-related organisations and departments are included in the sample. The population of all organisations and departments involved in Government housing programmes in the UAE is estimated to be roughly 1500 people (The United Arab Emirates' Government webpage, 2021). People from this group served as the study's respondents. In addition, the survey participants were all full-timers, as most research indicates that organisations are more likely to have positive interactions with full-timers (Price, 1997). Scholars have also claimed that the company prioritises its full-time employees above its contract workers since the former are more committed to the company. According to the Morgan Kerjice formula, a sample size of 280 is appropriate. The Morgan sampling table, with the calculation assuming 95% confidence and 5% marginal error displayed in the box below.

All residents in this research are operational management staff, supervisors and executives who work in all departments of the housing department in Sharjah. Therefore, quota sampling technique is used, where judgmental sampling is used to select data based on a strict criterion, and proper sampling is used to select samples within each department based on their availability. The employees in each department, which is what was followed in similar previous studies in the research that discussed similar phenomena in the public sector organizations in the Emirates, as they are the main departments and the most populous of the various mentioned segments. The study adopts the direct collect survey technique to reach a relatively specific-target sample of municipal employees in department of housing in Sharjah- UAE.

Results and analysis

Measurement model

An assessment of PLS-SEM was performed to get insight into the external model's dependability after a regular descriptive study of the primary variables was established. The relevance of the route coefficients was then

determined by analysing the inner model. In the analysis of PLS-SEM, the results of the factor-loadings are presented. It is essential to create a trustworthy model before beginning the PLS-SEM analysis. Indicators need to be defined so that the formative and reflecting ones may be separated. Because testing a formative measurement of a model is very different from evaluating a reflective measurement model (Hair, Ringle, & Sarstedt, 2013; Lowry & Gaskin, 2014), it is crucial to remember that model configuration is crucial. Since all the variables in the research were treated as unidimensional, the analysis had no effect on the testing of second-order structures with two tiers of components. This investigation establishes the hierarchy and interconnection of the constructs via the use of eight latent variables, which include six independent variables (RJP, POC, WLB, POS, MNT, and T&D) and EP.

The presence of an AVE score of 0.50 indicates that the constructs have substantial convergent validity. Another way to look at it is the latent concept, which accounts for half of the variation in its indicators and indicates adequate convergent validity (Hair, Ringle, & Sarstedt, 2013). As a result, in this study, AVE values were employed to assess convergent validity. The findings of Table 4.10 show that the AVE value of all constructions is above the threshold value of 0.50 (Henseler, Ringle, & Sinkovics, 2009; Hair, Ringle, & Sarstedt, 2013). Because the AVE values vary from 0.501 to 0.785, the data collected for this research has no convergent validity concerns. The values of AVE have been calculated in Table 4.10. They are 0.597, 0.606, 0.785, 0.529, 0.528, 0.584, 0.501 and 0.584 for RJP, POC, WLB, POS, MNT, T&D, and EP, respectively.

Convergent validity is demonstrated by a range of 0.501 to 0.785 for the AVE of latent constructs, with WLB yielding the greatest AVE. Because the latent components in this study appear to contain adequate variety, the study's conclusions are robust.

According to Chin (1998), the indication outer loadings of the respective build should be greater than the loadings of the other construct, i.e., the cross-loading. However, the occurrence of cross-loadings that are more valuable than the outer loadings of the items indicate a discriminant validity issue. For determining discriminant validity, the cross-loading approach is deemed liberal (Hair et al., 2011). Table 4.12 shows the indicators' outer and cross-loadings. The indicators' outer loadings are bigger than their cross-loadings, suggesting that the constructs have acceptable discriminant validity for further study.

Structural Model

As previously indicated, after investigating the measurement model (outer model) and confirming the model's reliability and validity, the next step was to analyse the outcomes of the inner model (structural model). The evaluation of the inner model entails evaluating the hypotheses produced in the research based on the examined literature. This involved assessing construct relationships, predictive relevance, and determination. The direct connections hypotheses were studied first in structural modelling to determine the applicability of hypotheses 1–6. A conventional bootstrapping approach is utilised to assess the structural model, with a total of 5,000 bootstrap samples used to determine the significance of the model's route coefficients (Hair et al., 2017; Hair et al., 2014; Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009).

Furthermore, Smart PLS3 bootstrapping was used to assess and test hypotheses for all three models (main effect, mediating effect, and moderating effect) based on criteria provided by (Chin, 1998). R^2 is also used to analyse the variance in the result variable decreased by the predictor variables using criteria proposed by previous researchers (Chin, 1998; Cohen, 1988). Furthermore, in the last phase of the blinded approach, Q^2 plus q^2 are utilised as benchmarks to determine predictive ability and effect size (Henseler et al., 2009). Table 1 displays that cross-validated redundancy for all variables.

Table 1 Predictive accuracy and relevance of the model

	R^2	Q^2
Employee Performance	0.565	0.132

The study's first thirteen hypotheses were examined to meet the study's objectives, answer the questions provided in the study, and synthesise the topic under consideration. The results of bootstrapping (5,000 samples), identified that RJP, POC, WLB, POS, MNT, and T&D have a strong relationship with EP as the calculated p values are below 0.05. The findings can be seen in Table 2.

Table 2

Path Coefficients

Hypothesis	Relationship	Std. Beta	Std. error	T- Value	P values	Decision
H1	RJP-> EP	0.300	0.281	2.182	0.030	Supported
H2	POC-> EP	0.323	0.225	2.969	0.002	Supported
H3	WLB-> EP	0.311	0.222	2.890	0.003	Supported
H4	POS-> EP	0.457	0.414	4.102	0.000	Supported
H5	MNT-> EP	0.486	0.374	3.453	0.001	Supported
H6	T&D -> EP	0.238	0.230	2.298	0.022	Supported

Note: Realistic Job Previews (RJP), Performance-Based Compensation (PBC), work-life balance (WLB), Perceived Organizational Support (POS), Mentoring (MNT), Training And Development (T&D), Employee Performance (EP).

Discussion and conclusion

This section looked at the results of this research's direct hypothesis in light of relevant theories and past research findings. From the research question, six direct hypotheses are derived. The subheadings of the discussion section are organized around the research hypothesis. Furthermore, this study component looked at the outcomes of direct hypotheses in relation to related theories and past research findings. The study's first hypothesis was to confirm that "RJP has a significant relationship with EP". On the basis of the results of PLS direct effects, the results indicated that RJP has a significant relationship with EP ($\beta = 0.300$; $t = 2.182$; $p < 0.05$). Numerous research findings (Bhatia & Baruah, 2020; Chaudhuri et al., 2018; Kaleem, 2019; Naim & Lenka, 2017; Pooranee et al., 2020) indicate that there is a significant correlation between RJP and EP. Thus, the findings of this research contribute to the generalization of the concept that RJP favor EP in developing countries like the UAE. The study's second hypothesis was to confirm that "PBC has a significant relationship with EP". On the basis of the results of PLS direct effects, the results indicated that PBC has a significant relationship with EP ($\beta = 0.323$; $t = 2.969$; $p < 0.01$). Numerous research findings (Alzbaidi, 2020; Lawler, 2017; Mahlahla et al., 2020; Ochieng'Ojwang, 2019; YAU, 2020) indicate that there is a significant correlation between PBC and EP. Thus, the findings of this research contribute to the generalization of the concept that PBC favour EP in developing countries like the UAE.

The study's third hypothesis was to confirm that "WLB has a significant relationship with EP". On the basis of the results of PLS direct effects, the results indicated that WLB has a significant relationship with EP ($\beta = 0.311$; $t = 2.890$; $p < 0.01$). Numerous research findings (Bin Abdul Hamid et al., 2020; Cocuřová, 2020; Collings et al., 2019; DP et al., 2020) indicate that there is a significant correlation between WLB and EP. Thus, the findings of this research contribute to the generalization of the concept that WLB favour EP in developing countries like the UAE. The study's fourth hypothesis was to confirm that "POS has a significant relationship with EP". On the basis of the results of PLS direct effects, the results indicated that POS has a significant relationship with EP ($\beta = 0.457$;

$t=4.102$; $p<0.01$). Numerous research findings (Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Chandrasekara & Weerasooriya, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018) indicate that there is a significant correlation between POS and EP. Thus, the findings of this research contribute to the generalization of the concept that POS favour EP in developing countries like the UAE.

The study's fifth hypothesis was to confirm that “MNT has a significant relationship with EP”. On the basis of the results of PLS direct effects, the results indicated that MNT has a significant relationship with EP ($\beta=0.486$; $t= 3.453$; $p<0.01$). Numerous research findings (Altay et al., 2018; Dubey et al., 2017; Meng & Berger, 2019; Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017; Pawirosumarto et al., 2017) indicate that there is a significant correlation between MNT and EP. Thus, the findings of this research contribute to the generalization of the concept that MNT favour EP in developing countries like the UAE. The study's sixth hypothesis was to confirm that “T&D have a significant relationship with EP”. On the basis of the results of PLS direct effects, the results indicated that T&D have a significant relationship with EP ($\beta= 0.238$; $t=2.298$; $p<0.01$). Numerous research findings (Ax & Greve, 2017; Chong et al., 2018; Gochhayat et al., 2017; Pietersen, 2017; Shao, 2019) indicate that there is a significant correlation between T&D and EP. Thus, the findings of this research contribute to the generalization of the concept that T&D favor EP in developing countries like the UAE.

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