

## Investigating the Relationship of Talent Management on Employee Performance, Employee Engagement and Job Satisfaction

\* Tauqeer Hussain Hakro (Corresponding Author)

\*\* Mehtab Begum Siddiqui

\*\*\* Ashfaque Ali Banbhan

### Abstract



*This study investigated the relationship of talent management, employee performance, employee engagement and job satisfaction in Non-Governmental Organizations (NGOs) sector of Sindh, Pakistan. However, employee engagement also showed mediating effect with talent management and job satisfaction. Primary data obtained through close-ended questionnaire containing seven related choices showing level of agreement or disagreement. Data obtained through convenience sampling which is an item of non-probability sampling. Data obtained from officers and employees of NGOs sector of Sindh, Pakistan. Data analysed and interpreted by Statistical Package for Social Science (SPSS) and Partial Least Square- Structural Equation Modelling (PLS-SEM). All relationships tested positive and significant including direct and indirect. Since, mediating effect of employee engagement tested positive and significant with talent management and job satisfaction. Despite, it is further suggested that the existing model along with other novel variables can be used in other sectors of the country to further explore and understand the relationships of such variables.*

**Keywords:** Talent Management, Employee Performance, Employee Engagement and Job Satisfaction.

### Introduction

Talent management is the process of attracting competent, qualified and talented employees, further developing their skills and abilities by managing career at workplace and eventually retaining them at work. There are various dimensions of talent management, out of which four are particularly taken into consideration to measure talent management as a whole (Hakro et al., 2022). Firstly, it begins with talent attraction in which qualified, suitable and meritorious candidates are attracted and hired on certain jobs based on their skill sets, who are having relevant qualification and required experience as prescribed by the organization in publishing advertisement (Jhatial et al., 2012). Secondly, it further continues to focus on talent development because they do not know how to do the job up to the expectation of the management. Therefore, various trainings are offered to new and existing employees based on their roles and responsibilities in particular functions of the organization (Theodorsson et al., 2022). Trainings offered to employees based on need analysis through the concerned head of the function (Mahesar, 2015). Thirdly, employees are kept completely absorbed into their jobs with the purpose of improving employee performance and setting direction to reach desired career level in the professional sphere (Theodorsson et al., 2022). Career management does not allow employees to frequently change cadre, job and organization rather it compels them to stick on one job and enrich experience and professional skills and abilities (Hakro et al., 2021). Finally, the phase of talent retention arrives, retaining talented employees remains a dream for the officers and managers in most organizations (Gilal, Hakro, Banbhan & Gilal, 2022). Talented employees easily move from one job to another job within and outside of the organization (Tunio, Mahesar & Hakro, 2021). They can immediately augment individual performance which have ultimate effect on organizational performance (Sobia & Aftab, 2014). Organization receives distinction in its related industry by accomplishing significant level of productivity and performance (Hakro et al., 2022). Talent management is closely linked with employee performance, engagement and satisfaction

\* University of Sindh, Jamshoro, Sindh, Pakistan Email: [tauqeer.hakro@usindh.edu.pk](mailto:tauqeer.hakro@usindh.edu.pk)

\*\* Institute of Commerce, University of Sindh, Jamshoro Email: [mehtab@usindh.edu.pk](mailto:mehtab@usindh.edu.pk)

\*\*\* Institute of Commerce, University of Sindh, Jamshoro Email: [ashfaque.banbhan@usindh.edu.pk](mailto:ashfaque.banbhan@usindh.edu.pk)

(Hakro et al., 2021). Employees often remain satisfied and engaged with talent management practices and organization becomes the employer of choice for the future job seekers (Mangi, Jhatial, & Shah, 2012). Success and failure of the organization depends on the approach, style and work of employees (Mahesar, 2015).

### **Research Gap**

Little amount of research is embarked on talent management in the country like Pakistan (Mahesar, 2015). Since, no any research is undertaken on the theme of talent management in NGOs sector of Sindh province, which is the obvious research gap that needs to be bridged. However, job satisfaction and employee engagement are the novel variables which are not tested with talent management in earlier studies (Hakro et al., 2022). Since, job satisfaction and employee engagement are closely linked with talent management. Despite, this study also intends to determine the mediating effect of employee engagement with talent management and job satisfaction which is the land mark accomplishment of this study in the context of NGOs sector of Sindh, Pakistan.

### **Objectives of the Study**

This study was based on five objectives which were accomplished through the strategy of developing and testing hypotheses related to each objective of the study.

- Identify the influence of talent management on employee performance.
- Identify the influence of talent management on employee engagement.
- Identify the influence of talent management on job satisfaction.
- Identify the influence of employee engagement on job satisfaction.
- Identify the mediating effect of employee engagement with talent management and job satisfaction.

### **Literature Review**

#### **Employee Engagement**

Employee engagement is explained by many authors in various studies (Jhatial et al., 2012). Employee engagement certainly produces positive results for the organization in the form of improving organizational performance and reducing employee turnover (Chandani et al., 2016). Employee engagement increases job satisfaction among employees (Hakro et al., 2021). Employee engagement keeps employees attached with their jobs physically and mentally with complete commitment and fervor (Bhagwandeem, 2021). It tightens strong bond between employee and organization for long run. Consequently, it is also tested positive and significant with employee retention (Chandani et al., 2016). Employees work with passion and dedication to accomplish organizational goals on account of being engaged with their jobs (Hakro et al., 2022). Employee engagement can be intellectual, affective and social (Neeta, 2011; Jhatial et al., 2012 & Mahesar, 2015). Since intellectual engagement is described as the passion, dedication and commitment to deliver best possible results to the organization (Hakro et al., 2022). However, affective engagement is described as the positive feelings of the job (Mahesar, 2015). Social engagement is described as the detailed discussions related to group of employees particularly to enhance job performance (Neeta, 2011 & Jhatial et al., 2012).

#### **Employee Performance**

Employee contributes skills, abilities, experience and expertise in one's job with the purpose of accomplishing functional and organizational goals (Lee et al., 2011). Performance can be measured on certain standards, which are developed or adopted by the organization (Ahmed & Khurran, 2011). Generally a tool is used to measure the employee performance which is known as performance appraisal (Jhatial et al., 2012). It is a document that contains certain sections, which are filled by employee, immediate supervisor and ultimately sent to top authorities of the organization for earning financial rewards and awards based on endowed performance during a given period of time (Kitur, 2015). Employee performance is the most important element of the job, which enables an employee to check oneself how he or she has done the job, what is still lacking in it that must be improved in upcoming period (Thomas & Feldman, 2010). Good performance assists employee and organization to accomplish goals timely. However, average or bad performance keeps either parties at the bottom without receiving rewards and recognition (Hakro et al., 2021).

### Job Satisfaction

Job satisfaction is defined as the good, positive and favorable feelings of the job that results from the job characteristics (Robbins, 2007). Job satisfaction enhances employee engagement and improves employee performance (Shmailan, 2016). Since job satisfaction augments organizational performance as well (Hira & Waqas, 2012). Satisfied employees hold positive image of the organization in their minds and communicate good words (Shah et al., 2010). However, dissatisfied employees spread bad words and destroy the overall image of the organization (Hakro et al., 2021). Job satisfaction leads to employee retention and commitment (Mangi, Jhatial & Shah, 2012). However, job dissatisfaction leads to employee turnover intentions that will lead to actual turnover (Mahesar, 2015). Satisfied employees are considered as the key assets for the organization (Sobia & Aftab, 2014). However, low or moderate satisfaction brings down morale and commitment of employees (Hakro et al., 2022). Organization attains the highest productivity and profitability on account of satisfied employees (Shah et al., 2010).

### Conceptual Model

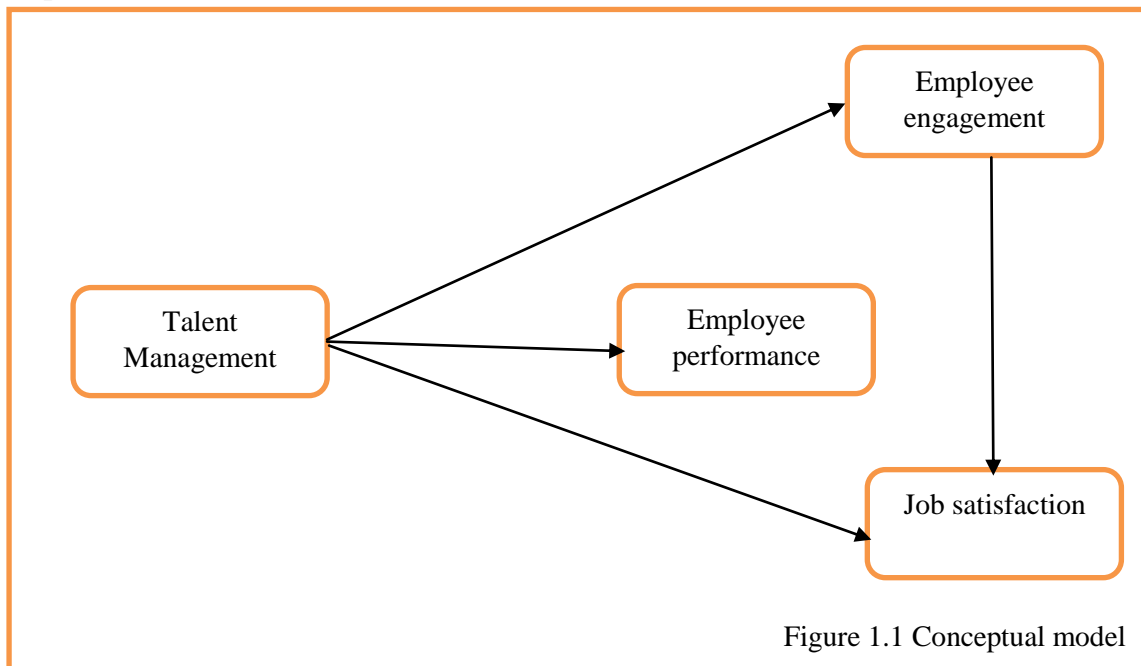


Figure 1.1 Conceptual model

### Hypotheses

Developing hypotheses is in fact the strategy to accomplish objectives of the study. Hypotheses were developed and tested based on the above given conceptual model of the study. Direct and specific indirect relationships were tested positive and significant and are given below in the data analysis and interpretation section. Following were the five hypotheses which were developed based on the conceptual model of the study.

- H1. Talent management is positively and significantly related to employee performance.
- H2. Talent management is positively and significantly related to employee engagement.
- H3. Talent management is positively and significantly related to job satisfaction.
- H4. Employee engagement is positively and significantly related to job satisfaction.
- H5. Employee engagement is positively and significantly related to talent management and job satisfaction.

### Research Methodology

This study was quantitative, cross-sectional and explanatory in nature based on deductive approach and positivist philosophy. Primary data obtained through close-ended questionnaire based on seven related choices indicating level of agreement or disagreement with the given item of the variable. There were four variables measuring direct relationships and mediating effects. Before, data collection the purpose of research was categorically expressed to all respondents of the study. Demographic data and main data pertaining to variables were obtained through the close-ended questionnaire from the target population of the study.

**Population:** Data obtained from officers and employees of NGOs sector of Sindh province, which is one of the administrative units of Pakistan. Officers and employees were identified as the target population of the study and NGOs sector was identified as the organizational domain for data acquisition. Data acquired from both local and international NGOs which had operations in Sindh province.

**Sample:** Approximately 134 close-ended questionnaires delivered to officers and employees of NGOs sector of Sindh province, out of which 113 received back. 13 questionnaires discarded and deemed inappropriate because of inappropriately filled by the respondents. Therefore, a number of 100 close-ended questionnaires were used for data analysis and interpretation.

**Data Analysis and Interpretation**

Initially data were analysed and interpreted by SPSS. Firstly, Cronbach’s alpha measured for individual variables of the study. Secondly, demographic details of the respondents were measured. Later, PLS-SEM was used to measure and verify the model through factor loading, discriminant validity, construct reliability and validity, r square, beta, t-statistics and standard error.

**Table 1. Response rate of the questionnaire survey**

No.	Bank Name	Questionnaires distributed	Questionnaires received back	Questionnaires Discarded	Response Rate in %
1	SEF	38	33	05	73.68
2	SRSO	32	26	03	71.88
3	Plan-International	08	06	00	75
4	PPHI	26	23	03	76.92
5	SGA	15	12	02	66.66
6.	MDF	15	13	00	86.66
	<b>Total</b>	<b>134</b>	<b>113</b>	<b>13</b>	<b>74.63</b>

Above table described the response rate of the questionnaire survey. A sum of 134 questionnaires were distributed out of which 113 questionnaires received back and among which 13 questionnaires discarded. The response rate measured 74.63 in percentage out of 100 which was deemed good to carry out study and do further data analysis and interpretation.

**Table 2. Cronbach’s Alpha**

Variable (s)	Cronbach’s Alpha
Talent management (34-items)	0.884
Employee performance (07-items)	0.856
Employee engagement (09-items)	0.874
Job satisfaction (10-items)	0.927
<b>Aggregate reliability (60-items)</b>	<b>0.938</b>

Above table described the Cronbach’s alpha of all individual variables which were used in the conceptual model of the study. Cronbach’s alpha indicated the internal consistency of items measuring particular variables of the study. Cronbach’s alpha is considered significant at 0.70 at seven-point Likert scale and below that it is considered insignificant. Therefore, all the individual variables of the study measured significant in terms of Cronbach’s alpha. Hence, considered fit and reliable for further data analysis and interpretation. However aggregate reliability was measured by overall items of the four variables which was measured significant and was given at the end of table.

**Table 3. Demographic details of the representative sample**

Characteristic	Category	Frequency	Percentage
<b>Gender</b>	Male	65	65
	Female	35	35
<b>Marital status</b>	Married	75	75
	Single	25	25
<b>Age group</b>	20-29	31	31
	30-39	48	48
	40-49	18	18
	50 and above	03	03
<b>Education</b>	Bachelors (14 years)	28	28
	Master (16 years)	62	62
	Master (18 years)	10	10
<b>Experience</b>	Less than 01 year	07	07
	02-10 years	75	75

	11-20 years	15	15
	21-30 years	03	03
<b>Position/Rank</b>	Officers	16	16
	Employees	84	84

Above table described the demographic details of the representative sample in terms of gender, marital status, age group, education, experience and position or rank within the organizational settings. A large number of the respondents were male with percentage of 65 out of 100, who filled questionnaires. Since rest of the respondents were female. A large number of respondents were married with percentage of 75 out of 100, who filled questionnaires. Since rest of the respondents were single. A large number of respondents were between the age group of (30-39) years with percentage of 48 out of 100, who filled questionnaires. Since rest of the respondents were having other age groups. A large number of respondents were holding master (16 years) degree with percentage of 62 out of 100, who filled questionnaires. Since rest of the respondents were holding other degrees. A large number of respondents were between the experiences of (02-10) years with percentage of 75 out of 100, who filled questionnaires. Since rest of the respondents were bearing other experience of years. A large number of respondents were employees with percentage of 84 out of 100, who filled questionnaires. Since rest of the respondents were officers.

**Table 4. Factor analysis or factor loading**

<b>Variable(s)</b>	<b>TM</b>	<b>EP</b>	<b>EE</b>	<b>JS</b>
TM-1	0.970			
TM-3	0.977			
TM-5	0.998			
TM-7	0.992			
TM-9	0.989			
TM-11	0.982			
TM-13	0.982			
TM-15	0.985			
TM-17	0.983			
TM-19	0.996			
TM-21	0.986			
TM-23	0.996			
TM-25	0.986			
TM-27	0.989			
TM-29	0.991			
TM-31	0.990			
TM-33	0.990			
EP-1		0.973		
EP-3		0.968		
EP-5		0.972		
EP-7		0.973		
EE-1			0.817	
EE-2			0.745	
EE-4			0.709	
EE-6			0.717	
EE-8			0.790	
EE-9			0.748	
JS-1				0.895
JS-2				0.795
JS-4				0.855
JS-6				0.837
JS-7				0.911
JS-8				0.832
JS-10				0.910

Above table described the factor analysis or factor loading which indicated that items were loaded in its relevant family. Literature suggested that loading value should be acceptable at 0.70 and above at seven-point Likert scale (Hair et al., 2010). Such items which were measured below than the acceptable limit, these items deleted and remaining items considered for further data analysis and interpretation. 17-items of talent management deleted out of 34-items. 3-items of employee performance deleted out of 7-items. 3-items of employee engagement deleted out of 9-items and 3-items of job satisfaction deleted out of 10-items. Total 26-items deleted out of total 60-items, which were measured lower than the significant threshold value. Factor loading is interchangeably used with the term item-variable correlation.

**Table 5. Construct reliability and validity and r square values**

Variable	Cronbach's alpha	Composite reliability	AVE	R-square
Talent management	0.998	0.998	0.974	0.000
Employee performance	0.981	0.985	0.944	0.138
Employee engagement	0.849	0.888	0.571	0.452
Job satisfaction	0.942	0.953	0.745	0.729

Above table described Cronbach's alpha, composite reliability, average variance extracted (AVE) and r-square values of talent management, employee performance, employee engagement and job satisfaction. According to the literature Cronbach's alpha and composite reliability should be acceptable at 0.70 and above at seven-point Likert scale (Nunally, 1978). Therefore, all variables measured significant by approaching or exceeding the significant limit of Cronbach's alpha and composite reliability. However average variance extracted is acceptable at 0.50 and above (Fornell & Larcker, 1981). Therefore, all variables measured significant by approaching or exceeding the significant limit of average variance extracted. R-square is used to describe the change caused by independent variable in the dependent variable (Hair et al., 2006).

**Table 6. Discriminant validity**

	TM	EP	EE	JS
TM	<b>0.987</b>	0.372	0.672	0.746
EP	0.000	<b>0.972</b>	0.473	0.000
EE	0.000	0.000	<b>0.755</b>	0.000
JS	0.000	0.484	0.809	<b>0.863</b>

Above table described the discriminant validity. It indicated that all the variables had highest correlation values at their own rather than other variables. Hence, it showed variables were correctly operationalized and were relatively distinct from each other (Chin et al., 2002). All the values were highlighted in the diagonal order in discriminant validity.

**Table 7. Path coefficients**

Path coefficients	Beta	Standard Error (SE)	T-Statistics
TM->EP	0.000	0.081	4.615
TM->EE	0.000	0.038	17.594
TM->JS	0.000	0.045	16.690
EE->JS	0.000	0.082	6.889

Above table described the results of hypotheses. Hypotheses tested based on beta, standard error and t-statistics values. Standard error showed the difference between original sample and sample mean. However with t-statistics hypotheses were tested. The significance level was 1.96 and above at which any hypothesis was tested positive and significant in relationship between both variables. Since, below that hypothesis was tested negative and insignificant in relationship between both variables. Therefore, all hypotheses tested positive and significant in relationships based on attaining the significant threshold of t-statistics. Hence, all hypotheses tested positive and significant in relationships. However, data approved all direct relationships formed based on the structural model.

**Table 8. Specific indirect effects**

Specific indirect effects	Beta	Standard Error (SE)	T-Statistics
TM->EE->JS	0.000	0.064	5.878

Above table described the specific indirect effects of employee engagement with talent management and job satisfaction. Results indicated that employee engagement had positive and significant relationships with talent management and job satisfaction. T-statistics was also measured with

significant value which is exceeding the significant limit of 1.96. Therefore both relationships were tested positive and significant. Hence results indicated employee engagement had strong mediating effect on talent management and job satisfaction.

**Conclusion**

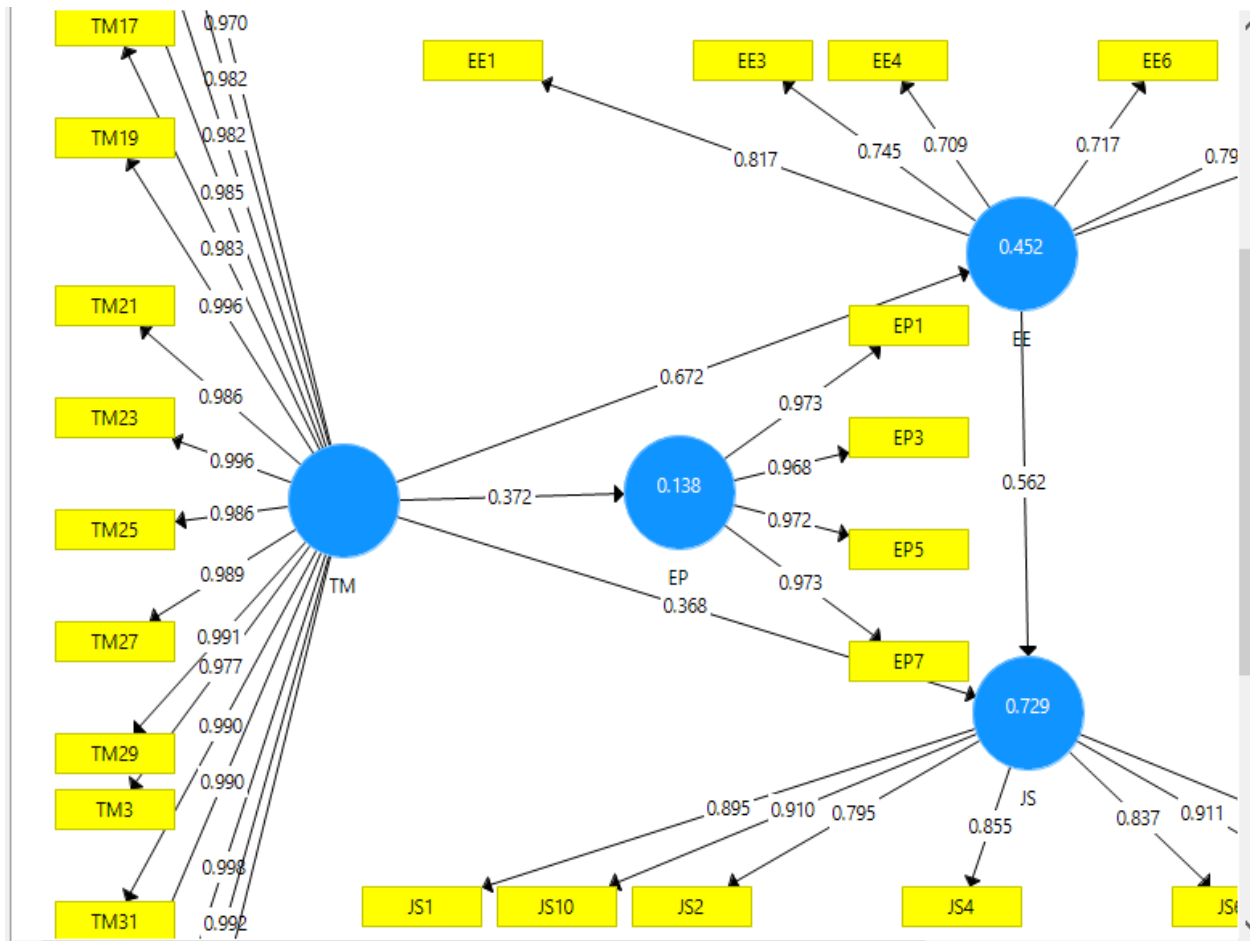
Study approved all the direct and specific indirect relationships which were conceptualized. Entire study was based on five objectives which were accomplished by developing and testing five hypotheses. Four hypotheses approved direct relationships and one hypothesis approved the specific indirect relationship. Talent management tested positive and significant in relationships with employee performance, employee engagement and job satisfaction. However, employee engagement was also tested positive and significant in relationship with job satisfaction. Despite, mediating effect of employee engagement with talent management and job satisfaction was also approved.

**Theoretical implications**

This study investigated the direct relationships between independent variable and dependent variables. All direct relationships tested positive and significant. In addition to that, this study also investigated the mediating effect of employee engagement with talent management and job satisfaction. Consequently, mediating effect was also found positive and significant and contributed a vast amount of literature. Talent management was tested positive and significant with employee performance, employee engagement and job satisfaction. However, employee engagement was also tested positive and significant with job satisfaction. Since, mediating effect of employee engagement with talent management and job satisfaction was tested positive and significant, which is the land mark accomplishment of this study. Hence, all relationships tested positive and significant and contributed into the existing literature.

**Limitations and future research directions**

This study was based on NGOs sector of Sindh, which is one of the administrative units of Pakistan. However it did not cover entire NGOs sector of the whole country. Data acquired from the limited number of respondents due to shortage of time and resources and on the basis of that results were drawn and generalized. This study only investigated the direct and specific indirect relationships among talent management, employee performance, employee engagement and job satisfaction. However the study on talent management can be undertaken with other variables such as; organizational commitment, employee empowerment and job performance in future. A comparative study of two different sectors may help researcher to further explore and understand the relationship of talent management, employee performance, employee engagement and job satisfaction. However, job satisfaction can be used as a mediator in future to further explore the relationships between talent management, employee performance and employee engagement in other sector of the country.



Graphical screen view of the structural model

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