

## **Employee Engagement Mediates and Talent Proactive Behavior Modifies the Relationship Between Talent Management and Job Performance**

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### **Abstract**

*The main purpose of this research is to examine the influence of Talent management on Job performance. This study also aims to assess the mediating role of employee engagement and moderating role of Talent proactive behavior on the relationship between talent management and job performance. This research follows the philosophy of positivism. A deductive approach is implied and the research design is explanatory. A convenient sampling of non-probability techniques was used to select the sample. A total of 300 survey questionnaires were distributed in Karachi to employees working in different industries. Smart PLS 3 was used to analyze all hypotheses through the structural model and measurement model. The results determined that Employee Engagement, Talent management is likely to have a favorable influence on Job Performance The moderation analysis was done representing Talent Proactive Behavior have a significantly positive impact on the relationship between Talent Management and Job Performance.*

**Keywords and Acronyms:** *Job Performance(JP), Talent Management(TM), Talent Proactive Behavior(TPB), Employee Engagement(EE).*

## **Introduction**

In today's competitive world, a talented worker is a basic necessity (Oliinyk et al., 2021), and today, businesses are putting more of an emphasis on finding, choosing, developing, and keeping their best personnel (Taherdoost & Brard, 2019). Talent management has a direct impact on an employee's work performance since it is crucial to the organization's success and gives it an advantage over rivals (Shafique & Zia-ur-Rehman, 2021). Using talent management techniques makes it simple to improve and raise employee work performance (Al Aina & Atan, 2020). When businesses engage in talent management strategies, skilled people are required to provide excellent performance (Mensah, Bawole, & Wedchayanon, 2016). According to Gallardo-Gallardo; Thunnissen and Scullion (2020), talent management is defined as the activities that include recruiting, identifying, developing, engaging, deploying, and keeping hold of key talent employees who are the driving force behind an organization's value creation and its success.

Talent management outputs refer not only to achieving maximum positive outputs from talented employees but also to utilizing the talented employees more accurately and appropriately (Al Aina & Atan, 2020). When we invest in talent management, we achieve great outcomes such as employee engagement, employee satisfaction, employee commitment, and employee motivation (Adeniji et al., 2019). Employee engagement is also the outcome of talent management, which leads to giving full energy, and effort towards the work and showing the dimensions of motivation (Ismail et al., 2019). Research has examined that talent management practices in employees result in desirable performance (Al-Hussaini, Turi, Altamimi, Khan, & Ahmad, 2019).

In today's world, organizations are highly expecting employees to accept their responsibilities and also take initiative (Busari et al., 2019) and these high expectations are from the highly talented employees who mostly own high potential and as a result, high performance is experienced. The Talent Proactive behavior of employees, merits and captures the attention of talent management scholars because these practices relate to employee behavior, attitudes, cognitions, and also talent management practices (Meyers, 2020). As relating to the social exchange theory, when organizations are investing more in talent management the results will be in high potential and high-performing employees. Talent proactive behavior not only allows the employees to shape and enhance their working environment (Alikaj et al., 2021) but also helps

them to cope with the situations they are going to be exposed to (Meyers, 2020). As it is found that talented employees gain more opportunities that are very costly than other employees (Jamal Ali & Anwar, 2021). Talent management practices can lead to the positive and higher job performance of employees if employees are having talent proactive behavior in them (SOPIAH et al., 2020). Proactive talent is way better than non-proactive talent in tackling unpleasant situations and environments (Meyers, 2020).

### **Background of the study**

In the late 1990's term "A war for talent" was introduced by McKinsey. As a result of this, the stress on the importance of talented employees and the demand for talented employees became high and started gaining much attention (Gelens, Dries, Hofmans, & Pepermans, 2013). According to Schiemann (2014), talents are a person's abilities, skills, knowledge, intelligence, and character and also include the ability to keep learning more and growing more. These talents are the main assets and source for achieving the organization's goals and objectives, as well as developing a great leadership quality in employees which upgrades their performance (Shahi et al., 2020).

To achieve talent management outcomes, talent management practices alone are not sufficient, proactive behavior in employees is highly required (Jamal Ali & Anwar, 2021). The opportunities given by talent management such as receiving a mentor, training, etc. are still insufficient for the outstanding job performance of employees because, without a talent's proactive behavior, they cannot accomplish their goals (Muleya et al., 2022). Employees with talent proactive behavior are generally self-directed and can improve themselves and believe in change for the betterment (Shin & Kim, 2022). This also reflects a common saying that "one can have led a horse to water, but one cannot make it drink". Those employees who can display talent-proactive behavior are more able to utilize the resources of the organization and tackle the demands brought up by talent management practices (Meyers, 2020).

A talented workforce is a basic requirement in today's competitive world (Shafique & Zia-ur-Rehman, 2021). Companies are investing a lot of money in the development of employees, but unfortunately still are unable to get highly skilled and knowledgeable employees (Schiemann, 2014). Job performance is a major issue locally as well as globally (Cao et al., 2020). Poor job

performance results in shallow work, low-quality output, and decreased productivity (Pandey, 2018). On another hand, to achieve talent management outcomes, the talent management practices alone are not sufficient, talent proactive behavior in employees is highly required (Meyers, 2020). Employees with talent proactive behavior are generally self-directed and can improve themselves and believe in change for the betterment (Lin, 2015). The opportunities given by talent management such as receiving a mentor, training, etc. are still insufficient for the outstanding job performance of employees because, without a talent proactive behavior, they cannot accomplish their goals (Meyers, 2020). Therefore, this research is based on analyzing talent management practices with the moderating role of talent proactive behavior and the mediating role of employee engagement. This research will be based on how much there is influence these variables which HR managers can determine or observe for benefit of the organization can gain by encouraging Talent Proactive Behavior and Employee Engagement through Talent Management.

The success story of every organization is based on the management of effective people (King & Vaiman, 2019). Talent management evolved in the 1990s and has taken a greater impact on organizational development and HRM scholars (Cascio & Boudreau, 2016). Talent management is one of the best practices that not only enhance employee job performance but also job satisfaction (Dixit, 2018). Because today's world is highly competitive and usually employees tend to have intentions of quitting the organization when they are not getting the job worth, work worth, proper work environment, and benefits (Irabo & Okolie2019). And now organizations are more focused on the attraction, selection, development, motivation, and retention of their key talented employees (Mone & London, 2018). Talent management directly influences the employee's job performance, as it also plays a major role in the success of the organization and provides a competitive edge over competitors (Shafique & Zia-ur-Rehman, 2021). The opportunities given by talent management such as receiving a mentor, training, etc. are still insufficient for the outstanding job performance of employees because without a talent proactive behavior, they cannot accomplish their goals (Meyers, 2020). However, in accordance, the research is aimed to answer the question below:

1. What is the impact of Talent management on employee job performance?

2. What is the mediating impact of employee engagement on the relationship between employee job performance and talent management?
3. What is the moderating impact of talent proactive behavior on the relationship between talent management and employee job performance?

Moreover, the objective of the study is to determine the impact of talent management on employee job performance and the mediating impact of Employee engagement on the relationship between employee job performance and talent management. Lastly to examine the moderating impact of talent proactive behavior on the relationship between talent management and employee job performance.

Today's work environment is highly competitive, complex, and technologically advanced (Bermeo & Perez 2023). Hence, there is a thirst for finding, identifying, and developing employees' talent and skills for the organization. The term "War for talent" was introduced by McKinsey. As a result of this, the demand for talented employees became high and started gaining much attention for research (Shafique & Zia-ur-Rehman, 2021). Meyers (2020) exclaimed that talented employees are found to be gaining more opportunities that are very costly than other employees. Talent management practices can lead to positive and higher performance of employees if employees are having proactive behavior in them (Khoreva et al., 2017).

Talent management has become a popular topic but the empirical studies on Talent Management are very limited (Gelens, Dries, Hofmans, & Pepermans, 2013). Increasing attention has been given to the topic of talent management but still, its academic field lacks definitions and theoretical frameworks (Akram, Wayne, & Jaap, 2014). The research determines the relationship between talent management and employee performance and the best practices for talent management (Alruwaili, 2018). Very few researches have been done on analyzing the talent management outputs as a mediating role, which includes employee engagement. The previous research is based on industries such as the telecommunication industry (Al-Hussaini, Turi, Altamimi, Khan, & Ahmad, 2019), and banking (Shafique & Zia-ur-Rehman, 2021). But this research will be based on employees working in different sectors.

The previous articles were lightly focused on talent management outputs like employee satisfaction, motivation, engagement, commitment, etc. (Schiemann, 2014). But this research

paper is highly focused on employee engagement, the output of talent management. And the previous articles were focused on the job performance of employees through various factors but this research is highly based on talent management practices and outputs.

The opportunities given by talent management such as receiving a mentor, training, etc. are still insufficient for the outstanding job performance of employees because without proactive behavior they cannot accomplish their goals (Meyers, 2020). This research will be based on how talent proactive behavior of employees influences job performance through talent management practices. Also, in this research Talent Proactive Behavior will be working as a moderator because only limited research has been done on analyzing Talent proactive behavior as a moderating role.

## **Literature Review**

### **Theoretical Background**

**Job Demand-Resource (JD-R) theory** was created by Demerouti and Bakker (2011). According to this idea, there are two basic categories of working conditions: job demands and job resources. These two are connected to numerous workplace behaviors in distinct ways (Moreno Cunha et al., 2022). The theory states that job demands are those physical, interpersonal, or organizational requirements of the job that result in ongoing physiological and psychological expenses (such as weariness), and they are a sort of stressor that, as an external element, negatively affects employees (Kim & Wang, 2018). Contrarily, job resources are defined as those organizational, social, or physical features of the workplace that help accomplish work goals, minimize job demands, and lower the related physical and mental expenses (Zhou et al., 2022). Since the previous may be viewed as stable or situationally independent and controlled by work design, this idea placed a higher focus on internal resources (cognitive qualities and behavioral patterns) (Gross et al., 2019). Additionally, a lack of talent makes it challenging for workers to manage the negative consequences of demands, which eventually leads to failure to meet goals (Obrenovic et al., 2020). The JDR model suggests that employee engagement is a function of the demands of the job (such as workload, time pressure, and role ambiguity) and the resources available to the employee to meet those demands (such as support from managers and colleagues, autonomy, and opportunities for learning and growth).

By applying the JDR model in Talent Management, organizations can identify the key job demands and resources that are most critical to employee well-being and engagement, and design Talent Management strategies to optimize the balance between job demands and resources (Zhang et al., 2019). This can include strategies such as providing training and development opportunities and fostering a positive organizational culture.

### **Talent Management and Job Performance**

Talent Management is considered a Human resource practice that indicates the practices of attracting, selecting, developing, and retaining high-potential and high-performing employees (Meyers, 2020). Talent management influences the employee's performance, as it also plays a major role in the success of the organization and provides a competitive edge over competitors (Shafique & Zia-ur-Rehman, 2021). Talent management also plays a major role in career management and employee development (Cappelli & Keller, 2014). Talents are the main assets and source for achieving the organization's goals and objectives, as well as developing a great leadership quality in employees which upgrades their performance (Schiemann, 2014). Shafique and Zia-ur-Rehman (2021) stated that employee performance is not only valuable for the employees but also for the organization because organizations are formed only by the people working in it.

Actions performed by employees do matter because these actions only define and determine whether the employees are termed as talented when they go through the practices of talent management such as coaching promotion mentoring or development schemes (Omotunde & Alegbeleye, 2021). Talent management practices lead to overcoming the deficiency of employees and lead to positive outcomes such as job satisfaction, engagement, increased employee performance, and the establishment of more strategies for employees' career development (Shafique & Zia-ur-Rehman, 2021). Talent management practices are performed inclusively and exclusively both. Inclusively by practicing talent management practices on all employees and exclusively only on specific (Cappelli & Keller, 2014). Critically talent management is the ability to manage people to their highest potential along with building up their highest performance (Ozuem, Lancaster, & Sharma, 2016). Talent management practices lead toward commitment, motivation, and the development of employees. As Herzberg's two-

factor theory highlights the intrinsic factors such as recognition, progression, etc., these are also the results of talent management practices of key employees (Fernandes, Veiga, Lobo, & Raposo, 2022).

Today, not only large multinational organizations but also medium-sized organizations are also competing to attract and retain top-performing employees (Cui et al., 2018). These talented employees like complex challenges, like to do something which is out of the ordinary, and usually get bored with ordinary tasks, this is all that makes them different from ordinary employees (Coulson-Thomas, 2012). The organization supports the talent management concept by providing training in respect of the skills and expertise of employees which are required to develop employee skills (Diamantidis & Chatzoglou, 2019). Companies play a vital role in maintaining the talent of employees which increases their performance (Irshad et al., 2014). Proper talent management practices are developed in the employees like increasing their knowledge, skills, abilities, etc., this will influence their performance (Anwar, 2021).

*H1: Talent Management has a positive impact on Job performance.*

## **2Mediating Impact of Employee Engagement on Talent Management and Job Performance**

When we invest in talent management, we achieve great outcomes such as employee engagement, employee satisfaction, employee commitment, and employee motivation. Employee engagement is also the outcome of talent management, which leads to giving full energy, and effort towards the work and showing the dimensions of motivation (Schiemann, 2014). Research has examined that talent management practices in employees result in desirable performance (Al-Hussaini, Turi, Altamimi, Khan, & Ahmad, 2019). Talent management requires strong participation in terms of employee engagement. (Dhanalakshmi & Gurunathan, 2014). Employee behavior, attitudes, and intentions are generally the outcomes of employee engagement (Saks, 2019). If talent management practices contribute to employee engagement, then the issue of employee turnover can be resolved (SOPIAH et al., 2020). When talent management practices are involved in to control of human resources, results in a lower turnover rate and higher engaged employees which results in a competitive advantage (Alves et al., 2020; Rumawas, 2021). Employee engagement represents the improved outcomes of the employees resulted due to talent management practices. Those individuals who learn to grasp talent



management practices foster an environment of engagement and receive satisfaction, support, recognition, and rewards (Sweem, 2009). Organizations must work on developing new approaches for talent management so that it could affect employee engagement and build up an environment in which employees feel motivated and passionate about their work (Alias, Noor, & Hassan, 2014). Talented employees should not be treated traditionally because that will easily make them switch their jobs. Because they like competing and doing complex challenges which makes them different from ordinary employees (Anwar, 2021). Engagement leads to satisfaction and no employee works better than who is happy and satisfied (Dziuba et al., 2020). When the employee is engaged with his work, he will no longer show hesitation in taking initiative and upbringing his ideas and work. The engaged employees show responsibility, innovation, creativity, and emotional bond towards the goals of the organization (Dhanalakshmi & Gurunathan, 2014).

*H2: Employee engagement mediates the relationship between Talent Management and Job performance.*

### **Moderating the Impact of Talent Proactive Behavior on Talent Management and Job Performance**

Employees with Talent Proactive Behavior tend to give innovative recommendations and suggestions (Meyers, 2020). They are generally self-directed and can improve themselves and believe in change for the betterment (Roha Mohamed Jais et al., 2021). They know more about political knowledge and organizational procedures. Employees with low proactive behavior do not take initiative which results in lower positions, development, and demotion (Hamedani, Farmanesh, & Zargar, 2011). Talent proactive behavior is defined as taking self-initiatives by employees to improve themselves or the situation (Patil & Suresh, 2019). Employees who own talent proactive behavior, expand their skills and abilities, increase their market values, and do search for more opportunities (Meyers, 2020). Critically talent management is the ability to manage people to their highest potential along with building up their highest performance (Ozuem, Lancaster, & Sharma, 2016). Job performance is more encouraged when employees perform additional duties, take part in activities, and show the adaptive ability to face the

challenging work environment (Maan et al., 2020). Good job performance has aspects that include showing innovation, initiative, and proactivity (Shafique & Zia-ur-Rehman, 2021).

The opportunities given by talent management such as receiving a mentor, training, etc. are still insufficient for the outstanding performance of employees because, without a talent proactive behavior, they cannot accomplish the goals (Meyers, 2020). This reflects a common saying that “one can lead a horse to water, but one cannot make it drink”. Talent management practices can lead to the positive and higher performance of employees if employees are having talent proactive behavior in them. Those employees who can display talent-proactive behavior are more able to utilize the resources of the organization and tackle the demands brought up by talent management practices (Meyers, 2020).

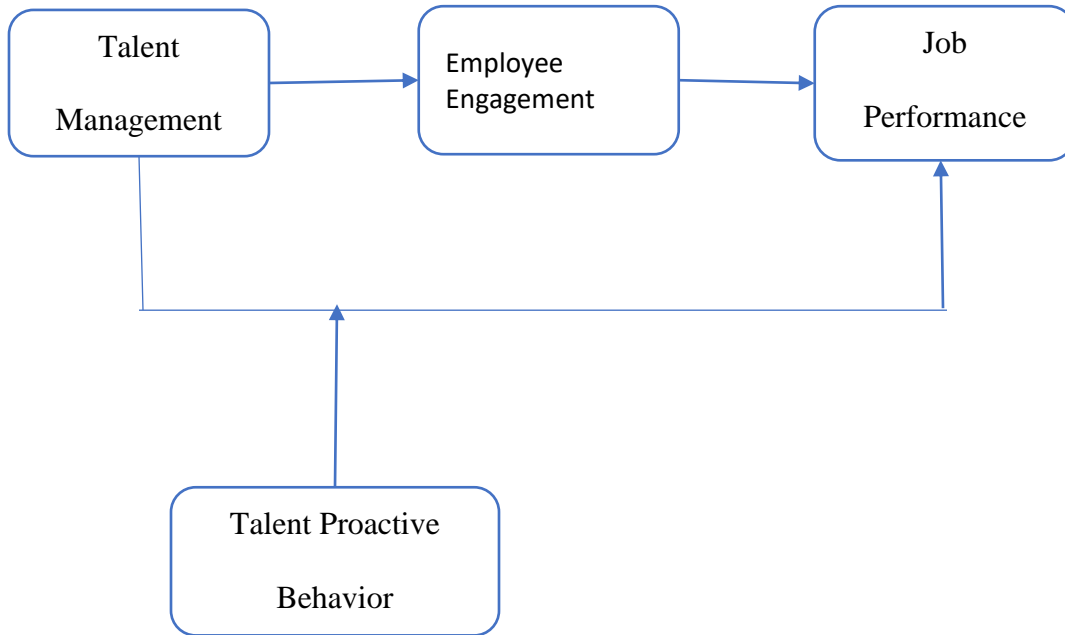
Employees' ability to tackle environmental changes and conquer the constrictions caused by situational forces are said to be their proactive personalities. Talent proactive behavior means taking the initiative, improving recent circumstances, and dealing with challenges (Maan et al., 2020). These employees prefer dealing with challenges rather than adapting to the present conditions. For example, employees with talent and proactive behavior have confidence in their abilities, they do manipulation easily and manipulate situations in their favor so that they could achieve the desired outcomes and they usually get successful in getting their desired opportunities. They search for alternative solutions to a problem and are risk-takers. On the other hand, employees with low talent proactive behavior always allow things to happen and then try to adapt to the changes in the environment (Islam, Zeshan, & Naeem, 2020).

Signaling theory addresses the influence of talent proactive behavior on talent management practices. It describes a situation where one party has knowledge and information which is not available to any other party (Hamedani, Farmanesh, & Zargar, 2011). Meyers (2020) exclaimed that this signaling theory also describes that talent management can be linked with signaling theory in such a way that these employees may have a higher potential and awareness about their qualities and ambitions when compared to any other employees or employers.

*H3: Talent Proactive behavior moderates the relationship between Talent Management and Job performance.*

Figure 1

### **Conceptual Framework**



### **Methodology**

This research study follows the philosophy of positivism because of quantitative conduct. A deductive research approach has been used to conclude. The research design is explanatory. A survey method is used for data collection. A self-administered questionnaire has been adapted to gather data.

This study is focused on the services sector in Karachi, the sampling technique we have used is convenience sampling of non-probability sampling technique. A questionnaire was distributed to about 350 employees in Pakistan and 300 positive responses were received. The questionnaire is adapted and has 4 constructs. The 5 point Likert scale is used in the questionnaire survey, where 5 showed highly agree and 1 will show highly disagree. The 16 items of construct Talent management were adopted (YENER, Gurbuz, & Pinar, 2017). The 11 items of construct Job Performance were adopted (Williams & Anderson, 1991). The 5 items of construct Talent proactive behavior were adopted (Sonnetag, 2013). The 15 items of construct Employee Engagement were also adopted (Schaufeli, Wilmar, Arnold, & Marisa, 2006). The target population of this study is employees of domestic and international companies.

**Table 1**

Measurement of the Independent, Dependent, Mediating, and Moderating Variables.

Constructs	Number of Items	Sources
Talent management	16	(YENER, Gurbuz, & Pinar, 2017)
Job Performance	11	(Williams & Anderson, 1991)
Talent proactive behavior	5	(Sonnentag, 2013)
Employee Engagement	15	(Schaufeli, Wilmar, Arnold, & Marisa, 2006)

Smart PLS is used to test the relation between variables determining both measurement and structural model. PLS algorithm, PLS-blindfolding, and PLS-bootstrapping to evaluate all hypotheses through the structural model and measurement model.

## Results and Discussion

At first, the measurement model has been tested for Indicator reliability, convergent validity, internal consistency, and discriminant validity. To analyze these the factor loadings, Composite Reliability (CR), and AVE were determined. Table 2 shows that all item loadings higher than 0.7 is considered satisfactory. However, the factor loading criterion is (0.5), hence values less than 0.5 are rejected (Chin, Peterson, & Brown, 2008). Composite reliability is greater than 0.7 and AVE is greater than 0.5, displaying the total amount of variation (Hair, Ringle, & Sarstedt, 2013).

Table 2

Validity and Reliability for constructs:

Constructs	Items	Loadings	AVE	CR	Rho A
Employee Engagement	EE1	<b>0.754</b>	<b>0.529</b>	<b>0.848</b>	<b>0.778</b>
	EE4	<b>0.704</b>			
	EE5	0.694			
	EE7	<b>0.780</b>			

	EE9	0.699			
Job Performance	JP1	<b>0.760</b>	<b>0.500</b>	<b>0.875</b>	<b>0.838</b>
	JP11	<b>0.755</b>			
	JP3	0.677			
	JP5	0.690			
	JP6	<b>0.721</b>			
	JP7	0.665			
	JP9	0.676			
Talent Management	TM1	<b>0.752</b>	<b>0.509</b>	<b>0.892</b>	<b>0.865</b>
	TM11	<b>0.703</b>			
	TM13	0.680			
	TM14	0.693			
	TM15	<b>0.742</b>			
	TM3	<b>0.729</b>			
	TM6	<b>0.720</b>			
	TM9	0.686			
Talent Proactive Behavior	TPB1	<b>0.785</b>	<b>0.514</b>	<b>0.882</b>	<b>0.843</b>
	TPB2	0.650			
	TPB3	0.473			
	TPB4	0.504			
	TPB5	0.680			

Table 3 represents, discriminant validity determines the significance or intercorrelation of the constructs (Fornell & Larcker, 1981). Discriminant validity's findings are determined by Fornell-larker and heterotrait-monotrait (HTMT) criteria.

Fornell-larker indicates that the square root of the AVE (diagonal values) of each construct is greater than its corresponding correlation coefficients, which represents discriminant validity (Fornell & Larcker, 1981). The heterotrait-monotrait (HTMT) correlation ratio is another method for testing discriminant validity based on the multitrait-multimethod matrix (Henseler, Ringle, &

Sarstedt, 2015). The AVE, composite reliability (CR) is analyzed in HTMT. The AVE values of Employee Engagement are 0.778, Job Performance 0.838, and Talent Management 0.865 all of which are above 0.5 which is acceptable.

Table 3

Discriminant validity through Fornell Larker Criterion

<b>Constructs</b>	<b>EE</b>	<b>JP</b>	<b>TM</b>	<b>TPB</b>
Employee Engagement	<b>0.797</b>			
Job Performance	0.747	<b>0.776</b>		
Talent management	0.723	0.714	<b>0.794</b>	
Talent Proactive Behavior	0.712	0.758	0.756	<b>0.787</b>

### **Structural Model**

According to Hair et al. (2013) to determine the structural model the  $R^2$ , beta, and t-values are accessed by the procedure of bootstrapping. The resample is 5000. In addition to these basic measures, the predictive relevance ( $Q^2$ ) and the effect sizes ( $f^2$ ) were also reported.

The structural model reflects the research framework's hypothesized paths. A structural model's  $R^2$ ,  $Q^2$  and path importance are used to evaluate it. The  $R^2$  value for the dependent variable defines the strength of each structural route and also determines the goodness of fit, and the value for  $R^2$  should be closer to 1. As a result, predictive capability is being developed.  $Q^2$  also demonstrates the predictive power of endogenous components. A  $Q^2$  value greater than 0.000 indicates that the model is predictively significant.

Table 4

Determination of  $R^2$  and  $Q^2$

	<b><math>R^2</math></b>	<b><math>Q^2</math></b>
<b>Employee Engagement</b>	0.627	0.326
<b>Job Performance</b>	0.558	0.273

The goodness of fit hypothesis shows the significance of the relationship, here the  $R^2$  values of Employee Engagement and Job Performance are above 0.5 representing moderate predictive accuracy.  $R^2$  measures that 0.627 proportion of variance in Employee Engagement (latent endogenous variable) is explained by Talent Management (exogenous latent variable). And the proportion of variance in Job Performance (latent endogenous variable) is explained by Talent Management (exogenous latent variable). The  $Q^2$  value is greater than 0.000 indicating that the model is predictively significant.

Table 5

Hypothesis testing

Hypothesis	Beta	T Statistics	Decision	F <sup>2</sup>	Q <sup>2</sup>	P Values
H1: EE -> JP	0.747	28.078	Supported	1.260	0.326	0.000
H2: TM -> EE	0.792	38.094	Supported	1.679	0.273	0.000
H3: TM -> JP	0.591	18.734	Supported			0.000

**H1: The impact of Employee Engagement is positive and significant on Job Performance.**

It is shown in the table that the regression path of Employee Engagement is significant on Job Performance that's the reason the significant results infer the acceptance of Hypothesis 1 respectively. The H1 determines that Employee Engagement is likely to have a favorable influence on job performance. The findings show that EE has a positive effect on JP ( $\beta = 0.747$ ,  $t = 28.078$ ,  $p = 0.000$ ). As a result, H1 is accepted.

**H2: The impact of Talent Management is positive and significant on Employee Engagement.**

It is shown in the table that the regression path of Talent Management is significant on Employee Engagement which is why the significant results infer the acceptance of Hypothesis 2 respectively. The H2 determines that Talent Management is likely to have a favorable influence on Employee Engagement. The findings show that TM has a positive effect on EE ( $\beta = 0.792$ ,  $t = 38.094$ ,  $p = 0.000$ ). As a result, H2 is accepted.

**H3: The impact of Talent Management is positive and significant on Job Performance.**

It is shown in the table that the regression path of Talent Management is significant on Job Performance that's the reason the significant results infer the acceptance of Hypothesis 3 respectively. The H3 determines that Talent Management is likely to have a favorable influence on Job performance. The findings show that TM has a positive effect on EE ( $\beta = 0.591$ ,  $t = 18.734$ ,  $p = 0.000$ ). As a result, H3 is accepted.

Table 6  
Path Coefficients (Moderate Effects)

Hypothesis	Beta	T Statistics	Decision	P Values
<b>H4: TPB*TM -&gt; JP</b>	0.108	2.945	Supported	<b>0.000</b>

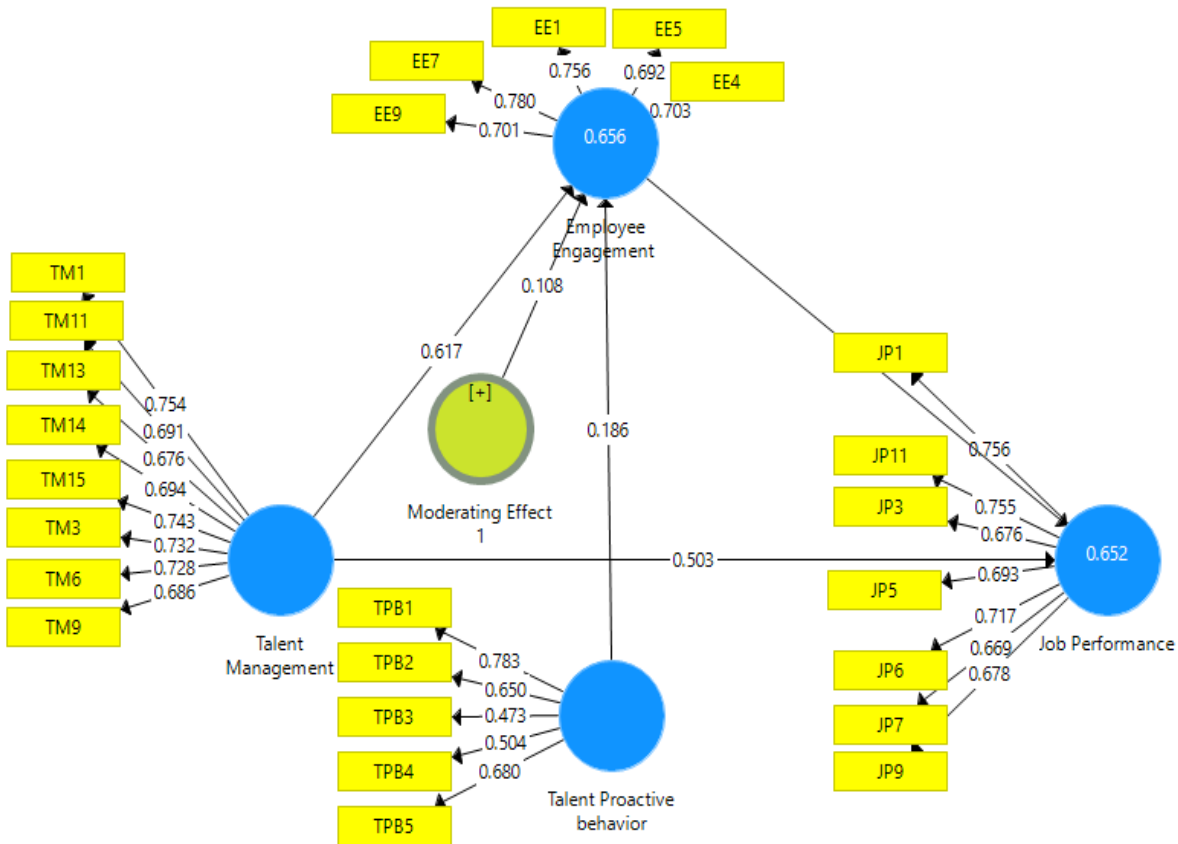
Note: shows moderating effects of Talent Proactive Behavior between Talent management and Job Performance.

**H4 states that TPB positively moderates the relationship between TM and JP.**

The results in Table 6 define that TPB has a significantly positive impact on the relationship between TM and JP, ( $\beta = 0.108$ ,  $t = 2.945$ ,  $p = 0.000$ ) that means higher the TPB in employees, the higher will be the talent management and higher will be the Job performance.



Figure 1  
 Measurement Diagram



## Results

At first, we determined the measurement model to test the convergent validity. The measurement model was validated as shown in Table 1 shows the results suggest that Talent management (CR = 0.892) has the highest composite reliability while talent proactive behavior (CR = 0.848) has the lowest. As the values of composite reliability are greater than 0.7 we will conclude that the variables have acceptable internal consistency. Moreover, Employee Engagement (AVE = 0.529) has the highest value of the average variable explained while Job performance (AVE = 0.500). All variables' values of AVE are greater than 0.5, hence we will conclude that the variables have acceptable convergent validity (Jalees & Mateen, 2019). In the section of indicator loadings, the EE2, EE3, EE4, EE6, EE8, EE10, EE11, EE12, EE13, EE14, EE15, EE16, EE17, JP1, JP3, JP5, JP6, JP7, JP9, JP11, TM2, TM4, TM5, TM7, TM8, TM10, TM12 & TM16 were deleted because

their values were lesser than 0.5. All variables have Rho A value greater than 0.7 which indicates acceptable indicator reliability (Holland & Leinhardt, 1973)

### **Structural Model**

According to Hair et al. (2013) to determine the structural model the R<sup>2</sup>, beta, and t-values are accessed by the procedure of bootstrapping. The resample is 5000. In addition to these basic measures, the predictive relevance (Q<sup>2</sup>) and the effect sizes (f<sup>2</sup>) were also reported.

We determined the relationships between the variables. Talent Management positively and significantly affected Employee Performance (b ¼ 0.747; p < 0.01). Employee Engagement positively and significantly affected Employee Performance (b ¼ 0.792; p < 0.01). Talent management positively and significantly affected Employee Engagement (b ¼ 0.591; p < 0.01). Hence, H1, H2, and H3 were all supported.

In assessing the effect sizes (f<sup>2</sup>) the p-value shows a significant relationship between variables but it does not show the size of an effect which results in trouble in the interpretation of data.

To measure the effect size, we used Cohen's (1988) guidelines, which are 0.02 for small effects, 0.15 for medium effects, and 0.35 for large effects.

The moderation analysis was done representing TPB has a significantly positive impact on the relationship between TM and JP, ( $\beta = 0.108$ ,  $t = 2.945$ ,  $p = 0.000$ ) that means the higher the TPB in employees, the higher will be the talent management and higher will be the Job performance. Hence H4 was also supported.

### **Conclusion**

Talent proactive behavior and employee engagement work as vital roles in developing the job performance of employees. Talent proactive behavior represents the Individual's initiatives and directions. Whereas employee engagement represents providing the opportunity for employees to work and grow by encouraging a challenging work environment, maintaining the relationship, learning, and working with great people all includes in work engagement which is an overall perspective.

The organizational world requires talented employees because it wants the betterment of the organization which is only possible by getting talented proactive employees who are highly

engaged with their performance. Future research on this topic will assist organizations in optimizing their talent investments. Transferring responsibility for talent management will make it easier for organizations to keep up with the highly dynamic business environment, which requires employees who constantly update their knowledge and skills, and performance.

The study's findings suggest some management and theoretical implications for human resource managers in businesses. The study will assist new organizations that want to embrace a culture of talent management practices to improve the job performance of their employees. This study helps organizations determine whether employee engagement and talent-proactive behavior are beneficial to their performance.

This research will assist them in determining what steps they can take or what technical and strategic resources they will require if they decide to improve employee performance.

The benefit of this research is serving future researchers because today Talent management has a greater impact on organizations.

This research will help organizations to improve their strategies regarding the management of talent proactive employees or talent management practices.

The research is done on the general industry so if different results are concluded then it might help in further research on the development of talented employees' performance.

The research conducted will help the students or the researchers who are interested in determining the aspects of talent management, talent proactive behavior, and employee engagement over employee performance.

### **Limitations**

In this research, only one talent management output which is employee engagement was studied as a mediating role. The other outputs of talent management should also be studied further. Similarly, different variables could be added to see the different results. This research is about the general sector in Karachi, studies must be implemented in different sectors to analyze the different results. In terms of sample size, this study used a small sample size, which could be increased in future studies. Only quantitative data is used in this study; however, qualitative data may be used as a substitute. In the opposite direction, instead of the non-probability convenience

sample used in this study, a different sampling approach could be used such as cluster or stratified.

### **Suggestions for Future Research**

Several challenges limit the study's findings and implications, some of which open up areas for future research. Future research can look at how other industries, such as retail, pharmaceutical, IT, Food as well as technology, deal with talent management practices. Are they involved in improving the employee's job performance? Is the improvement of the job performance of employees due to talent proactive behavior or employee engagement? If HR managers are noticing talent management practices, what measures are these sectors taking to ensure the best employee performance? Future researchers can individually study and analyze the impact of different variables and most importantly the mediating impact of talent management outputs such as employee motivation, satisfaction, commitment, etc. Qualitative research among talented employees, their colleagues, and supervisors can help shed light on the various types of proactive behaviors displayed by talented employees. Semi-structured interviews are a viable method for investigating when and why talented employees engage in proactive behaviors. Employees are considered proactive because they possess and display some favorable attitudes that should be studied in depth and detail. Hence Talent proactive behavior can also be studied as a mediator between talent management practices and job performance. This study was based on only one talent management output which is employee engagement, hence the other researchers could be included with the other outputs.

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