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**THE MEDIATING EFFECT OF LEADERSHIP COMPETENCES  
ON THE RELATIONSHIP BETWEEN TALENT MANAGEMENT  
PRACTICES AND EMPLOYEES PERFORMANCE IN SHARJAH  
HOUSING DEPARTMENT, UAE**



**DOCTOR OF PHILOSOPHY  
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ON THE RELATIONSHIP BETWEEN TALENT MANAGEMENT  
PRACTICES AND EMPLOYEES PERFORMANCE IN SHARJAH  
HOUSING DEPARTMENT, UAE**



**A thesis submitted to the Ghazalie Shafie Graduate School of Government in  
fulfilment of the requirement for the Doctor of Philosophy  
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa  
(College of Law, Government and International Studies)  
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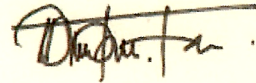
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## ABSTRACT

This study examined the impact of talent management practices (realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development) on employee performance. Additionally, this study also investigated how leadership competencies mediate the relationships between realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employees' performance in the department of housing in UAE. A total of 378 questionnaires were distributed to employees across all departments of government housing in UAE, encompassing management, supervisors, and managers. Out of these, 299 were completed and returned. However, only 280 of the returned questionnaires were utilized for analysis using Structural Equation Modeling (SEM) - Partial Least Squares (PLS). The findings of the study showed a significant effect of talent management practices (realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development) on employees' performance. The results also revealed the mediating effect of leadership competencies on the relationships between realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development and employees' performance. The current study also discussed the implications of the findings, recommendations for future research and addressed its limitations.

**Keywords:** Realistic Job Previews, Performance-Based Compensation, Perceived Organizational Support, Training and Development, Employees Performance

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## ABSTRAK

Kajian ini dijalankan bagi mengkaji kesan teknik pengurusan bakat (pratonton kerja yang realistik, pampasan berasaskan prestasi, keseimbangan kerja-kehidupan, sokongan organisasi yang dirasakan, bimbingan, latihan dan pembangunan) terhadap prestasi pekerja. Di samping itu, kajian ini juga mengkaji kecekapan kepimpinan yang menjadi pembolehubah pengantara di antara pratonton kerja yang realistik, pampasan berasaskan prestasi, keseimbangan kerja-kehidupan, sokongan organisasi yang dirasakan, bimbingan, latihan dan pembangunan terhadap prestasi pekerja di jabatan perumahan di UAE. Sebanyak 378 soal selidik telah diedarkan kepada pekerja tetap yang terdiri daripada peringkat pengurusan, penyelia dan pengurus yang bekerja di jabatan perumahan kerajaan di UAE. Terdapat sebanyak 299 daripada 378 soal selidik telah dilengkapkan dan dikembalikan. Walau bagaimanapun, hanya sebanyak 280 soal selidik digunakan dalam analisis yang menggunakan kaedah Structural Equation Modeling (SEM) - Partial Least (PLS). Keputusan kajian ini menunjukkan terdapat kesan yang signifikan di dalam teknik pengurusan bakat (pratonton kerja yang realistik, pampasan berasaskan prestasi, keseimbangan kerja-kehidupan, persepsi sokongan organisasi, bimbingan, latihan dan pembangunan) terhadap prestasi pekerja. Keputusan kajian ini juga mendedahkan bahawa terdapat kesan pengantara di antara kecekapan kepimpinan di dalam hubungan antara pratonton kerja yang realistik, pampasan berasaskan prestasi, keseimbangan kerja-kehidupan, sokongan organisasi yang dirasakan, bimbingan, latihan dan pembangunan terhadap prestasi pekerja. Kajian ini juga membincangkan tentang implikasi hasil penyelidikan, cadangan penyelidikan masa depan, dan batasan kajian.

**Kata kunci:** Pratonton Kerja Realistik, Pampasan Berasaskan Prestasi, Sokongan Organisasi yang Ditanggap, Latihan dan Pembangunan, Prestasi Pekerja

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# TABLE OF CONTENTS

<b>PERMISSION TO USE</b>	<b>i</b>
<b>ABSTRACT</b>	<b>ii</b>
<b>ABSTRAK</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
<b>TABLE OF CONTENTS</b>	<b>v</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>CHAPTER ONE : INTRODUCTION</b>	<b>1</b>
1.1    Background of Study	1
1.2    Problem Statement	8
1.3    Research Questions	17
1.4    Research Objectives	17
1.5    Significance of the Study	18
1.6    Research Scope	19
1.7    Operational Definitions	20
1.8    Research Structure	28
1.9    Summary	30
<b>CHAPTER TWO : LITERATURE REVIEW</b>	<b>32</b>
2.1    Introduction	32
2.2    Talent Management	32
2.2.1    Realistic Job Preview	34
2.2.2    Performance-Oriented Compensation	38
2.2.3    Work-Life Balance	41
2.2.4    Perceived Organizational Support	45
2.2.5    Mentoring	48
2.2.6    Training and Development	51
2.3    Leadership Competencies	53
2.4    Employee Performance	59
2.5    Talent Management Practice and Leadership Competence	61

2.6	Leadership Competence and Employee Performance	65
2.7	Talent Management Practices in UAE Organizations	69
2.8	Underpinning Theories	73
2.8.1	Resource Based View Theory	73
2.9	Conceptual Framework	76
2.10	Hypotheses Development	76
2.10.1	Realistic Job Preview and Employee Performance	77
2.10.2	Performance-Oriented Compensation and Employee Performance.	78
2.10.3	Work-Life Balance and Employee Performance	79
2.10.4	Perceived Organizational Support and Employee Performance	79
2.10.5	Mentoring and Employee Performance	80
2.10.6	Training and Development and Employee Performance	81
2.10.7	Realistic Job Preview and Leadership Competencies.	81
2.10.8	Performance-Oriented Compensation and Leadership Competencies.	82
2.10.9	Work-Life Balance and Leadership Competencies.	83
2.10.10	Perceived Organizational Support and Leadership Competencies.	84
2.10.11	Mentoring and Leadership Competencies.	84
2.10.12	Training and Development and Leadership Competencies.	85
2.10.13	Leadership Competences and Employee Performance	86
2.10.14	Leadership Competencies as a Mediator	87
2.11	Summary	90
<b>CHAPTER THREE : RESEARCH METHODOLOGY</b>		<b>92</b>
3.1	Introduction	92
3.2	Research Design	92
3.3	Population, Sampling, and Data Collection	94
3.3.1	Population	94
3.3.2	Sample Size	95
3.3.3	Sample Technique	96
3.3.4	Data Collection	98
3.4	Instrument Development, Validity, and Reliability	99

3.4.1	Questionnaire Design	100
3.4.2	Questionnaire Development	101
3.5	Pilot Study	107
3.6	Data Analysis Procedure	108
<b>CHAPTER FOUR : ANALYSIS AND FINDINGS</b>		<b>111</b>
4.1	Introduction	111
4.2	Response Rate	112
4.3	Data Preparation and Screening	113
4.3.1	Analysis of Missing Values	114
4.3.2	Normality Test	114
4.3.3	Multicollinearity Test	116
4.4	Descriptive Statistical Analysis	119
4.5	Evaluation of PLS-SEM Result	121
4.6	Assessment of Measurement Model (Outer Model)	122
4.6.1	Indicator Reliability	123
4.6.2	Cronbach's Alpha	129
4.6.3	Composite Reliability	130
4.6.4	Average Variance Extracted	131
4.6.5	Convergent Validity	133
4.6.6	Discriminant Validity	134
4.7	Assessment of Structural Model	137
4.7.1	Results of Direct Hypotheses Testing	138
4.7.2	Results of Mediating Hypotheses	145
4.7.3	Assessment of Coefficient of Determination ( $R^2$ )	151
4.7.4	Effect Size ( $f^2$ )	153
4.7.5	Predictive Relevance ( $Q^2$ )	155
4.8	The Goodness of Fit of the Whole Model	156
4.9	The Results of the Hypotheses	157
4.10	Chapter Summary	159

<b>CHAPTER FIVE : DISCUSSION, CONCLUSION AND RECOMMENDATIONS</b>	<b>161</b>
5.1 Introduction	161
5.2 Summary of The Findings	161
5.3 Discussion and Interpretations of Findings	164
5.3.1 The Effect of Realistic Job Preview on Employee Performance	165
5.3.2 The Effect of Performance-Oriented Compensation on Employee Performance	166
5.3.3 The Effect of Work-Life Balance on Employee Performance	167
5.3.4 The Effect of Perceived Organizational Support on Employee Performance	168
5.3.5 The Effect of Mentoring on Employee Performance	169
5.3.6 The Effect of Training and Development on Employee Performance	170
5.3.7 The Effect of Realistic Job Preview on Leadership Competencies	171
5.3.8 The Effect of Performance-Oriented Compensation on Leadership Competencies	172
5.3.9 The Effect of Work-Life Balance on Leadership Competencies	173
5.3.10 The Effect of Perceived Organizational Support on Leadership Competencies	174
5.3.11 The Effect of Mentoring on Leadership Competencies	175
5.3.12 The Effect of Training and Development on Leadership Competencies	176
5.3.13 The Effect of Leadership Competencies and Employee Performance	177
5.3.14 Leadership Competencies Mediates the Relationship Between Realistic Job Preview and Employee Performance	178
5.3.15 Leadership Competencies Mediates the Relationship Between Performance-Oriented Compensation and Employee Performance	181

5.3.16	Leadership Competencies Mediates the Relationship Between Work-Life Balance and Employee Performance	183
5.3.17	Leadership Competencies Mediates the Relationship Between Perceived Organizational Support and Employee Performance	186
5.3.18	Leadership Competencies Mediates the Relationship Between Mentoring and Employee Performance	189
5.3.19	Leadership Competencies Mediates the Relationship Between Training and Development and Employee Performance	191
5.4	Implications of the Study	194
5.4.1	Theoretical Implications	194
5.4.2	Practical Implications	199
5.5	Limitations of the Study and Recommendations for Future Studies	201
5.6	Conclusion	203
<b>REFERENCES</b>		<b>206</b>



## LIST OF TABLES

Table 3.1	Morgan's Sampling Table	96
Table 3.2	Questionnaire Development	101
Table 3.3	Pilot Study Reliability Tests Results	108
Table 4.1	Response Rate of the Questionnaire	113
Table 4.2	Skewness and Kurtosis Statistics	116
Table 4.3	Correlation Matrix	118
Table 4.4	Regression Analysis	119
Table 4.5	Demographic Analysis	120
Table 4.6	Indicators Outer Loadings (Before deletion)	123
Table 4.7	Indicators Outer Loadings (After deletion)	126
Table 4.8	Cronbach's Alpha	129
Table 4.9	Composite Reliability	131
Table 4.10	Average Variance Extracted (AVE)	132
Table 4.11	Discriminant Variable	135
Table 4.12	Cross Loadings	136
Table 4.13	Path Coefficients	144
Table 4.14	Testing the Mediation Effect of Leadership Competencies	151
Table 4.15	Variance Explained in the Endogenous Latent Constructs	152
Table 4.16	Effect size ( $f^2$ ) of Employee Performance and Interaction Terms	154
Table 4.17	Effect size ( $f^2$ ) of Leadership Competencies and Interaction Terms	154
Table 4.18	Construct Cross-Validated Redundancy	156
Table 4.19	<i>Summary of Results</i>	158

## LIST OF FIGURES

Figure 1.1	Research Structure	28
Figure 2.1	Conceptual Framework	77
Figure 4.1	The PLS-SEM Path Model (Before Deletion)	125
Figure 4.2	The PLS-SEM Path Model (after Deletion)	128
Figure 4.3	PLS Algorithms Direct Effects	140
Figure 4.4	Direct Effect Model (Bootstrapping)	145
Figure 4.5	The Mediating Role of Leadership Competencies	146



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of Study

The process of enhancing organizations value to achieve their goals via strategic human resource planning is referred to as "talent management." The ability of the organizations to recruit, hire, reward, organize, and use highly qualified individuals in future leadership positions (Kaleem, 2019). Employee retention is becoming a top focus as a key component of the talent management program, according to recent HRM study. Included performance management, HR development, training, the supply and demand of competent workers, overall strategic talent management planning, and career development. However, the main objective of talent management is to develop and keep leaders for the achievement of the organization (Altaee, 2018).

Over the past ten years, the importance of talent management (TM) has grown as a strategic component of organizations (Jafari & Khanmohamadi, 2016). By reducing the cost of hiring, TM has a substantial impact on an organization's performance. When an organization leverages TM, and universe of opportunities for competitive advantage becomes available (Schuler et al., 2011). An organization'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, employee performance, and HRM. The issue is that TM and HRM are only the two faces of the same issue (Luna-Arocas & Morley, 2015). 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 Practices (TMP) 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 organizations to help employees feel at ease and in line with the demands of their jobs (Harsch & Festing, 2020). The research will attempt to review talent management practices 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 competencies by influencing TMP 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 talent management practices 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).

Likewise, leadership competency focuses on the partnership between the leader and supervisor within the organization, while the entrance is in the workplace and displays high expectations and high ability (Babalola et al., 2020). Leadership competence requires focusing on the right strategies for creating and retaining employees. Otherwise, leadership development is fundamentally linked to TMP that serve as the source for leadership competence (Afsar et al., 2020). Some scholars have identified that management professional assistance provides an incubator for applying TMP and improving leadership competency capabilities and thus automatically affects employee performance improvement (Shareef & Atan, 2019).

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 employee performance on the workplace by offering wage increments to employees., which assists in psychologically tying the company's employees (Sonnenberg et al., 2014). Workforce planning, talent acquisition, and talent development are the three core talent management techniques that are critical components of the TM process and build important links in an organization's talent supply chain (Anlesinya et al., 2019). Successful workforce planning allows firms to concentrate on addressing particular workforce requirements; hence, talent management is all about finding the appropriate

people for the right tasks. Additionally, adopting particular rules to recruit and retrain personnel, as well as assessing future requirements via talent audits, is an important element of an organization's talent management strategy (Mehdiabadi et al., 2016).

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). Wiwczarowski and Richter (2017) present a more in-depth overview and specific instances of employee training, demonstrating how the TM process influences employee performance and how it aligns with the organization's future goals.

Talent management methods 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 organizations, regardless of their sector of activity (Dajnoki et al., 2018). Scholars and practitioners have been drawn to the issue of talent management. 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 employee performance and leadership competency, are handled (Anlesinya et al., 2019). Because of its relevance and influence on the entire performance of the organizations, TM has become a priority for companies all over the world leadership efficiency in particular (Cascio & Boudreau, 2016).

Moreover, the issue of retaining talented employees, particularly the talented workforce in the UAE public organizations is reckoned to influence their employee performance (Mossarah, 2023). In this instance, the UAE cabinet emphasized that attracting more talent is a critical aspect since the employee turnover rate is relatively high at 18 percent in the UAE (Federal Authority for Government Human, 2024). Such a turnover rate among employees in the public sector in the UAE is considered high, in line with the studies by Mossarah (2023) and Firdous (2020) whereby talent retention of employees in the public sector and their intention to leave is becoming an issue of concern to the employee performance. Without the proper practices of managing key talent, the ability of public organizations to sustain and compete in the industry will decline.

Additionally, research has shown that effective leadership is a key component in maximizing employees' performance (AlShehhi et al., 2021). Researchers have observed that while studying the effects of leadership competencies on employee performance, they found a significant correlation (Altay et al., 2018; Chong et al., 2018; Ebrahim, 2020; Gochhayat et al., 2017; Krishnan et al., 2020). The acquisition of leadership competencies improves employees' ability to carry out their duties (AGARWAL, 2018; Mensah, 2019). That's why the study's author anticipates an important effect of leadership competencies on employee performance in UAE public bodies. Furthermore, it is anticipated that this study will add a new knowledge about the Middle East and North Africa (MENA) region's developing nations, including the UAE, as well as to the body of literature that has already been written about the links between talent management practices, leadership competencies and employee performance.

From the literature it has been observed that most of the research on the relationships between talent management practices, leadership competencies and employee performance were carried out in Latin America, East Asian countries, Western Europe, Canada, USA, and in the same region where the socio-economic condition, culture, level of education, perception of people and living standard are almost similar and quite different than that of developing countries (Bibi, 2019; Abdullahi et al., 2020). Therefore, the findings of developed countries cannot be implemented in developing settings like UAE particularly due to its sociocultural situations (Gupta et al., 2019). Hence, this study is expected to bring new insights into the context of a developing country like the UAE and is also intended to enrich the existing literature for generalizing the relationships between talent management practices, leadership competencies and employee performance.

While the private sector has been identified as an engine for economic growth, public sector organizations, on the other hand, are expected to facilitate economic development by providing the necessary support system. Undeniably, public sector organizations made a significant contribution to national income by adding a huge contribution to GDP through the agriculture, industrial, service sectors, and housing in the UAE. The public utility organizations such as housing, public transport, and public services. The UAE Government allocates land or provides free housing or housing loan, residential facilities and maintenance to deserving Emiratis (The United Arab Emirates' Government portal, 2024). This way, the UAE ensures access for all to adequate, safe and affordable housing and basic services. The Government of UAE implements a modern approach towards citizen housing development by building integrated villa communities in the Emirate according to the highest standards. A

significant sector of the public sector can play a vital role in the economy of any developing country such as the UAE.

## **1.2 Problem Statement**

Academic researchers have been concerned about employee performance over the previous ten years. According to empirical research, how well employees perform has a strategic impact on how well a firm responds to challenges (Yoon et al., 2019). The main justification for this is the close relationship between productivity and employee performance. Declining employee performance will be associated with both organizational success and failure, claim (Englert & Helmig, 2018). Talent management is one defining trait that can be used to explain the success of both high-level and low-level employees (Nguyen & Watanabe, 2017). Most organizations across the world are struggling with a significant talent management conundrum.

The statistic in 2024, 45% of organizations reported they were battling high employee turnover rates indicates that nearly half of the companies surveyed were facing challenges related to retaining their employees (Jannik, 2024). High employee turnover rates can have various implications for organizations, and potential negative impacts on organizational performance (Li et al., 2023). Moreover, McKinsey (2024) recently revealed in a study that 87% of CEOs are facing or anticipating skills gaps within their organizations. This issue is critical and requires organizations to effectively upskill, manage, and monitor their employees. Hence, talent management plays a pivotal role in the overall success of an organization. Organizations are forced to compete for the same talent in order to successfully and efficiently maintain, expand, and achieve the organization's goals when there is a lack of talent. According

to earlier studies by Lubitsh & Smith (2007), Ingram & Gold (2016), and Nojede & Ardabili, effective human management is one of the crucial success factors for organizations to establish a long-term competitive edge (2015).

The success of a company is related to employee performance. In addition to finding, developing, and evaluating talent, talent management can result in personal development, employee satisfaction, and performance improvement. So far, however, suitable talent management practices give employees commitment, leading to an increase in contribution to improving employees' performance (Barkhuizen et al., 2014). The quantity of studies on talent management and employee performance has increased. The talent management practices have a favorable effect on employees' performance in the public sector in the United Arab Emirates, according to research by Al-Dalahma and Haider from 2021.

For a developing nation like the UAE, classifying and identifying the factors that influence public organizations' employee performance is crucial and relevant. Several factors or talent management practices were identified as predictors of employee performance in this study. These talent management practices are realistic job previews (Al Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018), performance-oriented compensation (Boštjančič & Slana, 2018; Dahshan et al., 2018; Froese et al., 2020), work-life balance (Barkhuizen et al., 2017; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020), perceived organizational support (AGARWAL, 2018; Damarasri & Ahman, 2020; Al Aina & Atan, 2020), Mentoring (Jing & E, 2003; Masri & Abubakr, 2019; Meyers, 2020; Salau et al., 2018), and training and development (Chong et al., 2018; Dubey et al., 2017; Hoque, 2018; Nguyen & Watanabe, 2017;

Santos & Gonçalves, 2018). The researcher developed these talent management practices after conducting an in-depth examination of the literature to verify the theoretical and practical significance of these talent management practices within the context of the study.

The realistic job previews are a technique to make sure that workers are efficient and successful in their work as well as to give prospective applicants information, both good and bad, about the position and the company (Kaur & Dubey, 2020). Realistic job previews is considered as an important individual predictor of employee performance (Pareek, 2018). Most of the recent studies illuminate that realistic job preview influences the environments within which people reside and plays a vital role to choose a state within which people attempt to stay in. It was found to be directly connected with employee performance (Neri & Wilkins, 2019). Additionally, Realistic job previews impact both individual and organizational behavior. Moreover, a realistic job preview 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). According to the resource-based view theory, an organization can attain its goal (e.g., employee performance) from such resources as realistic job previews (Mehta, Kurbetti & Dhankar, 2014). However, this study addresses a neglected aspect of the relationship between realistic job previews and employee performance among public organizations in the UAE.

Another important organizational predictor of employee performance is performance-oriented compensation. One of the main pillars of human resources management (HRM) is performance-oriented compensation management, which is concerned with

developing and implementing strategies and policies to pay people fairly, equitably, and consistently in line with their value to the organization (Hoffman and Shipper, 2018). Compensation or remuneration based on employee performance goes above and beyond standard salaries to show appreciation for hard work (Froese et al., 2020). Any company using such methods must be ready to set clear goals, monitor progress toward them, and provide incentives like bonuses when those goals are achieved (Rawashdeh, 2018). In light of previous studies have concluded that performance-based compensation may help boost employee performance (Botjani & Slana, 2018; Froese et al., 2020). For employees to improve their performance, compensation should be tied directly to that improvement (Ochieng'Ojwang, 2019). The study suggested that a substantial effect of performance-based compensation on employee performance in UAE government enterprises is expected.

An additional organizational factor placed by the researcher in this study as an important predictor of employee performance that helps in enlarging the positive message of the organization is the work-life balance. Work-life balance is a significant instrument for improving employee performance, as stated by Thevanes and Mangaleswaran (2018). Organizations are concentrating on implementing many high-performance human relations measurements and action plans. Maintaining a healthy work-life balance is crucial to the productivity of employees and the overall profitability of any organizations. Orogbu, Onyeiugbe, and Chukwuemeka (2015) argue that as the person is crucial to the functioning of the family and the community at large, achieving a healthy work-life balance is a major priority for organizations and government agencies alike.

The extent to which an employee's work responsibilities and his additional responsibilities mesh well is a major element in determining his productivity. A company that relies on its employees to accomplish its objectives should prioritise work-life balance regulations. A better work-life balance is making workers happier, which has a significant impact on their productivity (Khan, 2019; Sigilai, 2019). The need of balancing work and personal life is increasingly recognised by today's organizations and workers. More and more people are starting to consider the impact that their jobs have on their personal lives and the lives of their families. Because of this, there has been a lot of research done on the topic of people's lives at work. Therefore, in this age of fast-paced globalization and competition, it is difficult for most people to strike a healthy balance between their job and personal lives (Sivatte, Gordon, Rojo, & Olmos, 2015).

Apart from the work-life balance, the next important factor affecting competitive advantage in this study is the organizational predictor, which is perceived organizational support. Researchers have acknowledged the importance of investigating perceived organizational support, especially in the western context (e.g., Eisenberger, Robert Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Eisenberger, Huntington, Hutchison, & Sowa, 1986), but there have been comparatively few studies of perceived organizational support in the Middle East and North Africa (MENA) cultures like the UAE. Further, Damarasri and Ahman (2020) explained that perceived organizational support is arguably one of the least researched predictors of employee performance, particularly in the developing context, while Shabbir et al (2021) argued that perceived organizational support is an ignored variable in the study of employee performance.

Even if workers are capable of doing their tasks, they will be far less motivated to do so if they do not feel they have the full backing of the firm. Employees' in-role and outside-of-role performance are also examined, as are the ripple effects of perceived organizational support. Also, workers' sense of worth stemming from the organization's apparent backing has boosted their drive to excel (Damarasri & Ahman, 2020; Vikas Gupta, 2019). The researcher hypothesized that this will lead to a considerable effect of perceived organizational support on employee performance in the UAE government agencies.

Mentoring is another organizational factor identified by the researcher in the current study as a key predictor of employee performance. Due to its emphasis on the development of specialized skills that benefit the company and the individuals, mentoring is an important type of training that falls within the spectrum of "talent management." Mentoring helps individuals overcome challenges and advance in their careers by strengthening relationships with more experienced individuals (Meyers, 2020). Mentoring is a sort of informal training that makes use of one-on-one conversations to boost employees' skill sets and productivity on the job (Masri & Abubakr, 2019).

Mentoring also improves an organization's bottom line by helping its workers work more efficiently and effectively, which benefits customers and the company as a whole (Salau et al., 2018). Mentoring is an effective instrument that may help organizations boost employee performance in a variety of areas, including productivity, efficiency, and customer satisfaction (Neupane, 2015). As a result, public sector organizations may see significant returns on mentoring investments. Employee productivity is

correlated with expanding their academic and practical acumen and their aptitudes for success (Sinha et al., 2016). As a result, companies have no choice but to prioritize performance improvement if they want to stay up with the rapidly evolving business climate and bridge the gap between their employees' skill sets and the information, they need to run the organization effectively.

Another important organizational predictor of employee performance is training and development. Training and development have the ability to improve employee performance in public organizations (Khuselwa Nama et al., 2022). However, poor employee performance may result from a lack of training and development opportunities for staff. Further, wider human resource development is disregarded due to a lack of investment in training and development and poor mentoring and coaching targeted at developing new graduates and a pool of experienced technical managers (Govender, 2016; Ngobese, 2017). Therefore, it is critical to invest in training and development initiatives in order to boost productivity in the workplace. Employee performance, as defined by Pawirosumarto et al. (2017), includes originality, initiative, dedication, and the final product of an employee's efforts.

Employee performance may be enhanced by both formal and informal training initiatives, according to research by Hee et al. (2019). Good training, according to the research (Sharma & Taneja, 2018), boosts learning culture, which in turn increases employee performance and motivation. Training not only equips workers with the information and abilities their jobs now need, but also prepares them for the future needs of their organizations by enhancing their proficiency in areas such as interpersonal communication, technology literacy, problem-solving, and fundamental

education. (Otoo, 2018). However, this study addresses a neglected aspect of the relationship between training and development, and employee performance among public organizations in the UAE.

Apart from studying the effect of talent management practices, the present study also focuses on the mediating effect of leadership competencies on employee performance. The researcher in this study has derived this factor to be a mediator due to its important role in the literature and in predicting employee performance. Better results can be achieved through organizations that develop people through appropriate management of employees based on effective leadership competencies (Hejase, 2016). Dealing with talent management practices, managing employee performance, and creating leadership competency are among the most important tactics of an organization (Waxin et al., 2018). These types of activities are carried out by talent management with a high level of strategy and professional practice, which are based on various variables, including leadership competency (Singh & Sharma, 2015). According to the McKinsey Global Purchasing Survey of more than 200 companies. The ability to hire talent, how employers view them, and their willingness to engage with them are all characteristics and features of talent-driven leadership competence (Altaee et al., 2015).

For improving the performance of employees, the company needs to be able to run effectively even when some of its personnel are not present. This will only be achievable if talent management practices are used (Ahmed, 2016). Inclusion will occur if everyone has contributed fully to the operation of the organization. However, prior studies have not looked at how talent management practices affect employee

performance in the UAE when leadership competency acts as a mediating factor (Halim, 2022). This study aims to add to the body of knowledge as well as highlight the effects of talent management on employee performance in the UAE.

Talent management practices are applied by leadership competencies if each employee inevitably plays his or her overall function in the performance of the organization (Wassem et al., 2019). However, the effect of talent management practices on employee performance in the United Arab Emirates government sector has not been fully examined in prior research papers (Kaleem, 2019). Since leadership competency has an impact on employee performance, it is necessary to investigate the extent to which talent management practices has improved employee performance. Various articles on different aspects of talent management practices have appeared in journals of a restrictive nature that does not give a comprehensive picture (Mullet et al., 2017). Despite the growing interest among academics, there is a scarcity of research, and there are various questions about talent management and employment in the UAE government sector that need to be addressed. Although there is an increase in the contribution of talent management to improving employee performance in light of the potential mediating effect of leadership efficiency conceptually, the research problem is how to employ the leadership efficiency variable as an influence on talent management practices correctly in the UAE government sector to reach a state of Improvement in staff performance, not to mention academic research on this building is still lacking, especially in developing countries such as the UAE (Al Aina & Atan, 2020). As a result, the purpose of this research is to obtain a better knowledge of talent management and employee performance in the UAE government sector, given the mediating role of leadership competency.

### **1.3 Research Questions**

In consistent with the research aim, the study is exploring the following questions:

- 1) Do talent management practices significantly influence the employees' performance in the department of housing in UAE?
- 2) Do talent management practices significantly influence the leadership competencies in the department of housing in UAE?
- 3) Do the leadership competencies significantly influence the employees' performance in the department of housing in UAE?
- 4) Do leadership competencies mediate the relationships between talent management practices and employees' performance in the department of housing in UAE?

### **1.4 Research Objectives**

In consistent with the research aim, the study is exploring the following objectives:

- 1) To examine the talent management practices that significantly influence the employees' performance in the department of housing in UAE.
- 2) To examine the talent management practices that significantly influence the leadership competencies in the department of housing in UAE.
- 3) To examine the leadership competencies that significantly influence the employees' performance in the department of housing in UAE.
- 4) To examine the leadership competencies mediating the relationships between talent management practices and employees' performance in the department of housing in UAE.

## **1.5 Significance of the Study**

This study seeks to expand the understanding of the employee performance subject in the UAE context by addressing the gaps in literature through the direct effect of realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development on employee performance, and indirect effect through the mediating effect of leadership competencies. By providing resource-based view theory, this research aims to add to the body of knowledge and empirical data by explaining how employee performance in government organizations in the UAE may evolve. 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 practices in this study is being recognized by government organizations in the United Arab Emirates, and this research places special emphasis on the relationship between talent management practices and employee performance. The findings of this study will assist researchers in many fields of study in examining problems relating to government organizations in the United Arab Emirates and their social attitude.

Moreover, leadership competencies as a mediating variable in this study's framework will fill the literature gap as suggested by the researcher. In addition, as per the best knowledge of the researcher, there is no related research that consists of all variables, namely realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance. Therefore, the current study contributed to the literature.

The study applies to UAE government agencies in general and the housing department in UAE in particular. The UAE's personnel management methods on leadership competencies might benefit from the findings to boost worker productivity. In terms of realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training, and development, talent management practices are important in assessing employees' performance. Organizations in the UAE will also gain knowledge and understand top management's perspective on which aspects of talent management practices have a stronger connection to employee performance.

The study can be used by policymakers and practitioners to update their policies, procedures, and strategies to boost performance in the UAE. This research would be useful not just for the UAE organization, but also for other emerging nations, particularly those in the MENA region that share UAE's political, economic, and cultural characteristics. When deciding which talent management strategies to implement, the research will also benefit potential leadership capabilities to enhance staff performance. Last but not least, it might have broad repercussions on other industries in various fields, including practitioners, owners, decision-makers, researchers, and academics.

### **1.6 Research Scope**

The goal of the study was to ascertain how talent management strategies affected worker performance in United Arab Emirates' Department of Housing. The dependent variable was employee performance, while the independent factors were realistic job sampling, performance-oriented remuneration, work-life balance, perceived

organizational support, mentorship, training, and development. All employees and staff members of United Arab Emirates' Department of Housing made up the target group.

According to their leadership skills and talent management strategies, the study's participants are evaluated on their performance. In particular, the people (workers) of the Department of Housing in United Arab Emirates, make up the site. The middle management workforce is the target population, and quota sampling is the sampling method. The information is original and was gathered through a carefully planned survey as cross-sectional data. The data should be gathered in the current year–2023.

### **1.7 Operational Definitions**

Therefore, the key terms that are frequently utilized in this study are as follows:

- **Realistic Job Preview:**

A realistic job preview is the presentation of both positive and negative information about the job and the organization to prospective applicants; this is aimed at showing a realistic picture of the job and organization to applicants (Kaur & Dubey, 2020). Employees who are given realistic work previews throughout the recruitment and selection process are thought to have a better job satisfaction rate (Iqbal et al., 2020). Employees' pre-hiring expectations about the company and the work are set via realistic job previews (Lingadkar, 2020). Employee work satisfaction is obtained after induction into the company if the employee's pre-hiring employment expectations are met with the post-hiring job experience. The certainty that a job offers to an employee is referred to as work satisfaction (Bilal & Bashir, 2016).

The realistic job previews' are a technique for ensuring employee efficiency and effectiveness while executing their duties, as well as the presentation of information, both good and bad, about the work and the company to prospective applicants (Kaur & Dubey, 2020). The information offered by the company is intended to provide candidates a true image of the organization, and the recruiting and selection process is defined as a two-way information process (Muduli & Trivedi, 2020). The major goal of this information flow is to get to a point where the employer's and applicant's expectations are aligned, and the exchange of information will improve the quality of the employer's choice on the application, as well as the hiring or joining of the position. (Miśkiewicz & Wolniak, 2020).

- **Performance-Oriented Compensation:**

Performance-Oriented Compensation is a system for rewarding employees financially, outside of their regular salaries, companies who utilize these systems must be prepared to define and track performance, as well as provide compensation, such as bonuses, when objectives are met according to benchmarks (Haraldsdóttir, 2020). According to Hoffman and Shipper (2018), performance-oriented pay management, as the name implies, entails creating a compensation system in which workers who do better are paid more than those who perform averagely. As an entitlement for being an employee of the firm, or as a reward for a job well done, they use performance-based compensation as a return in trade between their employees and themselves (Seifu, 2017). Human resources are the most important resource for every business, as they are accountable for every choice made, every task completed, and every outcome (Gupta, 2018).

Performance-based compensation processes are based on compensation philosophies and strategies and include policies, strategies, guiding principles, structures, and procedures that are devised and managed to provide and maintain appropriate types and levels of pay, benefits, and other forms of compensation (Feyissa, 2018). One of the central pillars of human resources management (HRM) is performance-oriented compensation management, which is concerned with the formulation and implementation of strategies and policies aimed at compensating people fairly, equitably, and consistently in accordance with their value to the organization (Muraga, 2015).

- **Work-Life Balance:**

Work-life balance involves looking at how working people manage time spent at and outside of work, time outside of work may include managing relationships, family responsibilities, and other outside interests and hobbies (Domínguez et al., 2020). Work-life balance is described as achieving satisfactory experiences in all areas of life, and achieving good experiences in all areas of life necessitates an equitable allocation of personal resources such as energy, time, and dedication across all areas (Fung et al., 2020). According to Chang et al (2019), if employees' duties, demands, and obligations at work are excessively high, or if working hours are excessively long and resources are unequally allocated, the quality of life may be harmed, leading to poor physical and mental health.

Maintaining a steady staff is an important part of any efficient personnel management plan, but it has proven to be difficult in the past (Shepherd et al., 2020). In recent years, challenges linked to achieving work-life balance have gotten a lot of attention, notably

in the field of modern organizational research (Wood et al., 2020). The influence of work-life balance, on the other hand, has received less attention (Kaya & Karatepe, 2020). Non-work issues such as job stress and burnout have an influence on an employee's desire to quit an organization, and these writers focus on the roles that job stress, work-family conflict, and job features play in this critical choice (Asbari et al., 2020).

- **Perceived Organizational Support:**

Employee performance and well-being have been found to be significantly impacted by perceived organizational support, which is defined as employees' sense of how much the organization values their contributions and cares about their well-being (Li et al., 2019). Workers use the organization's treatment as a stimulus to gather data that they then interpret as a sense of the organization's support (Ridwan et al., 2020). The phrase "perceived organizational support" refers to assistance that gives someone the impression that their company values their work and is interested in their welfare (Ridwan et al., 2020). Also known as "perceived organizational support," this type of support evaluates the extent of the contribution, considers welfare, hears concerns, considers quality of life, and treats staff members fairly. Perceived organizational support refers to how much employees believe their employers value their contributions and are concerned about their well-being.

Employees generally pay attention to how the organization's commitment to them is perceived because their perceptions of organizational support are an organizational view of them, and if the organization values employee loyalty and dedication as a form of employee commitment to the organization. But there are three general organizations

practices that are regarded as excellent and can give workers a greater sense of organizational support: 1) fairness; 2) supervisor support; and 3) rewards from organizational rewards and employment conditions.

- **Mentoring:**

Mentoring is to support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the person they want to be (El Fardi, W. 2020). Mentoring businesses are prevalent in the organizations landscape and most developing countries, and they are widely recognized as important contributors to employment, entrepreneurship, community development, economic growth, and development (Cascante & Sues, 2020). Furthermore, mentoring firms are owner-managed enterprises with members who are primarily active in the administration, management, and strategic planning of the company's future (Ogoro, 2018). Employee mentoring is an unavoidable criterion that will have a beneficial influence on the organization in the near future, as adequate training of their subordinates to increase performance is vital for all businesses (Antony, 2018).

Mentoring is one of the few methods used/needed to prepare tomorrow's talented workers, as well as to develop organizational capacities, intelligence, establish organizational knowledge, and maintain the competitive advantage of the organizations (Nbabuife & Okoli, 2017). Mentoring refers to the actions that management frequently designs and encourages in order to develop its employees and guarantee that they enhance and retain the company's competitive edge (Younas & Bari, 2020). Organizations that are interested in mentoring are social systems in which

human resources are the most important factors for effectiveness and efficiency, and organizations that need effective managers and employees to achieve their goals and cannot succeed without their personnel efforts and improved performance (Ayinde et al., 2021).

- **Training and Development:**

Training and development refer to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks (Bahador & Haider, 2020). One of the three most critical difficulties facing businesses today, according to worldwide trends in human resource management (Stachová et al., 2019), is to transform and accelerate organizational training and development. Employees at all levels want their companies to provide them with dynamic and ongoing learning opportunities, which is frequently in contrast to obsolete development and a static approach to training (Lee et al., 2019). As a result, it is clear that development must be modified, and a fresh strategy must be used to pique employees' interest in personal growth (Armstrong & Landers, 2018).

By identifying the recruiting talent pool, establishing a competitive remuneration plan, training and developing talent, and reviewing employee performance, a company may increase its competitive edge and sustain its organizations (Pandita & Ray, 2018). The capacity of any company to retain and sustain its best talent influences its performance, profitability, and sustainability, and the major difficulty for most organizations is how to keep bright employees once they have been trained (Al Aina & Atan, 2020).

- **Talent Management:**

The term "talent management" is used to describe the process of identifying, developing, and retaining the human resources needed by a firm, as well as the standards for applying strategic human resource planning to increase an enterprise's bottom line and facilitate the attainment of its objectives (Edward, 2008). Talent management may be seen as the major factor in an organization's success in today's highly competitive global market. An organization's ability to attract, develop, and actively retain people who possess the skills, knowledge, and attitude to fulfil the present and potential future organizational needs is the ultimate goal of talent management. This is accomplished through the creation and use of improved and tested Practices of attracting, carefully developing, and actively retaining people with these characteristics.

- **Leadership Competencies:**

By employing a competency-based approach to leadership, companies may more effectively identify and train the next generation of leaders. Leadership competencies are the leadership qualities and behaviors that contribute to great performance, a focus on leadership competencies and skill development promote better leadership (Gopinathan, 2020). Management is a subject that is highly favored and loved. For years, organizations and individuals have been increasingly interested in the topic of leadership, looking for more knowledge on how to become great innovators (Jiang & Jia, 2018). On the subject of management, a large number of publications, research study reports, and training as well as sessions have been produced. Management is seen to be a means of enhancing personal development, social development, and professional development (Afonso, 2019). Organizations are convinced that leadership

skill provides favorable features to their firm, resulting in increased growth and profitability. Organizations all across the world invest billions of dollars on management education and advancement (2019, Fahlevi et al.).

Leadership is both a study topic and a practical skill set that refers to a person's or a company's ability to "lead" or guide other individuals, teams, or entire organizations (Smith, Minor, Brashen, & Remaly, 2017). Professional literary works debate different points of view, separating Eastern and Western approaches to leadership, as well as United States vs European ways (within the West). Management is defined as "a technique of social influence in which a person may enlist the cooperation and support of others in the achievement of a normal activity" in the United States (Kebede & Demeke, 2017).

- **Employee Performance:**

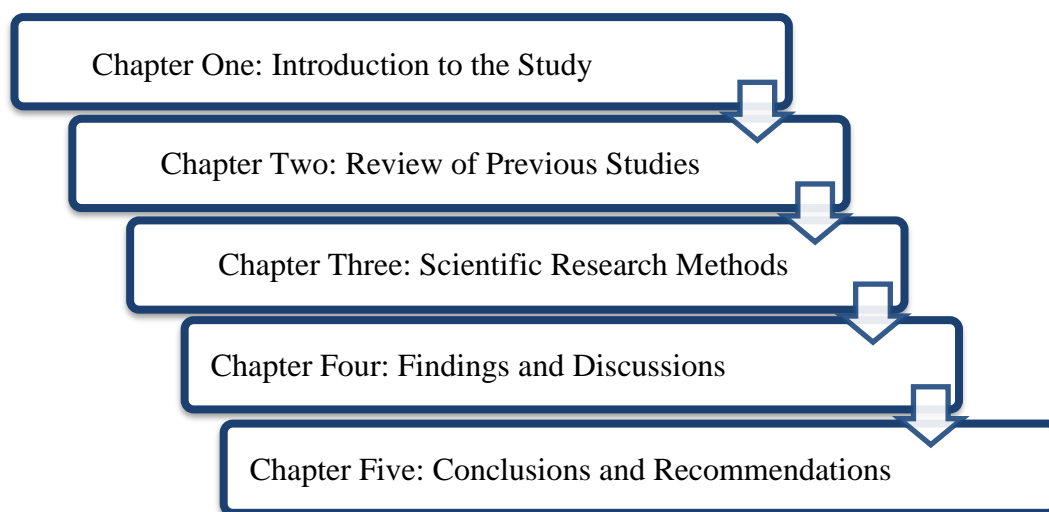
Employee performance is defined as the effectiveness, quality, and efficiency of an employee's output as they carry out their job responsibilities and necessary tasks, and performance contributes to our assessment of how valuable an employee is to the organization (Jaures, 2020). Employees who believe that an organization's treatment of them is exceptional may have higher levels of psychological commitment, according to the positive relationship between emotional commitment and employee performance (Hafiz, 2017). Furthermore, employees with high continuation commitment feel a strong obligation to conduct their work in a way that is aligned with the firm's goals, whereas employees with low continuation commitment feel no such obligation to maintain the firm's goals (Diamantidis & Chatzoglou, 2019). Workers who have a high level of normative commitment are "stuck" in no-choice situations,

such as being forced to stay in the firm even if they do not want to (Zhao et al., 2020). They operate in a passive manner, and their productivity gradually declines (Diamantidis & Chatzoglou, 2019).

The efficiency of the employee is assessed against the organization's performance criteria (Rodriguez & Walters, 2017). When evaluating performance, a variety of techniques can be considered, including productivity, efficiency, high quality, profitability, and effectiveness (Ha et al., 2017). Effectiveness is the power to produce desired outcomes with as little resources as possible, whereas efficiency is the capacity of people to meet the intended purposes or aim (Gregory et al., 2019). It is the job of corporate executives to ensure that organizations strive for and attain high performance levels (Abbas, 2020).

## 1.8 Research Structure

Content of this research is enclosed and organized into five main chapters as the following figure.



*Figure 1. 1* Research Structure

The context body of the thesis is formulated of five chapters as the following:

- Chapter The thesis's first chapter is titled one. Its purpose is to provide an overview of the study, describe the issue description and the research questions and objectives.
- **Chapter Two** This chapter evaluates pertinent prior research that is accessible in light of the justification of the aforementioned research questions as well as the study's research purpose. It talks about the literature that is pertinent to the present research. Therefore, the current study's main focus is on how talent management strategies can enhance employees' performance in the public sector in the Emirates Housing Department - and how leadership effectiveness can mediate this relationship.
- **Chapter Three** This chapter examines the theoretical underpinnings of the conceptual framework. The conceptual framework is described, serving as the foundation for the theories this investigation is testing. The research approach used for this study is also covered in this chapter. It describes the procedures and approaches used to respond to the study's research question and validate the elicited hypotheses.
- **Chapter Four** The results of the statistical analysis of the data gathered were proposed in this chapter. In a well-interpreted description, the procedures for data screening, demographic analysis, descriptive statistics, structure model assessment, measurement model assessment, and moderation assessment are presented.
- **Chapter Five** This chapter illustrates the summary, conclusions, extra discussions, limitation, implications, and recommendation of the research.

## 1.9 Summary

The fundamental justification for this study is the improvement of employee performance in UAE government enterprises through the influence of talent management methods on leadership competencies. The study is allowing this research on employee performance by filling in the gaps between the available data and its practical applications. In order to accomplish this, the research examined the following goals: first, to determine the effects of realistic job descriptions on employee performance in UAE government organizations; and, second, to determine the effects of performance-based pay on employee performance in UAE government organizations.

According to the third objective, which measures the impact of work-life balance on employee performance in government organizations in the UAE, the fourth objective, which measures the impact of perceived organizational support on employee performance in government organizations in the UAE, is followed by the third objective, which examines the impact of mentoring on employee performance in government organizations in the UAE, and the sixth objective, which examines the impact of organizational commitment, and the seventh objective, which examines the impact of organizational commitment on employee performance,

This study's focus is only on employee performance, leadership skills, and talent management procedures. Employee performance in UAE government organizations makes up the study's population. The government organizations in the United Arab Emirates will especially benefit from the study's findings. Additionally, it may have implications for other fields, practitioners, organizations owners, organization

policymakers, researchers, and academics. The model this study will present, which systematically explains how employee performance can be improved by materializing the performance of talent management practices on leadership competencies, is another significant contribution it will make to the sectors.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter tries to evaluate prior research that is pertinent to the setting of this investigation. The evolution of talent management in the UAE and organizational methods for it are the first two topics covered in the review. Then, the conceptual framework of talent management practices links employee performance to leadership competencies through the use of realistic job previews, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training, and development. The six main independent variables that make up the model's hypotheses are combined with the supporting theories that explain them. The theory includes the resource-based view theory shows different antecedents for employee performance that go beyond knowledge-based factors and can be accounted for by organizational resources like processes, competencies, and technology.

#### **2.2 Talent Management**

The most valuable resource is talent, which is also the source of the organization's fundamental competitiveness and the primary goal of organizational management (Cappelli & Keller, 2017). Employee attraction, career path development, employee commitment, succession planning, training, and development are all essential to any

organization's survival; as a result, these talent management dimensions help HR managers identify the problems and developmental support that businesses need to succeed (Huff, 2018). Any talent management strategy's effectiveness depends on a well-defined roadmap that supports a long-term vision (Turner, 2018). The organization's long-term vision will make it easier to evaluate its present personnel. As a first step toward talent management in every business, the attraction and selection of talent requires a flexible and well-designed competency-based recruiting system (Hughes, 2019). The second stage of talent management will be proper training and development of the employees' commitment after the recruitment system has been simplified.

In order to guarantee that the organization system continues to operate normally during a brain drain problem, Botjani and Slana (2018) advise organizations to start their talent pools right away and find appropriate replacements as soon as possible. The organization's talent reserve is made up of two parts: one is the daily management of the organization, which pays attention to the training and development of reserve forces, such as the horizontal flow of staff, and two is to keep in touch with the search company so that, when necessary, high-quality personnel can be attained. (Köllen et al., 2020) The level of skills required for each job and the ability to determine the level of substitution must be taken into consideration when creating a talent management reserve.

In other cases, talent management referred to how organizations attract, select, develop, and retain talented key employees in an integrated and strategic way (Scullion & Collings, 2011). CIPD (2010) states that talent management involves the use of a

wide range of organizational specific techniques for identification of talent and development of potential in the organizations. While Oladapo (2014) evaluated talent management on five aspects of talent attraction, selection, engagement, development, and retention of employees within the organizations to provide a competitive advantage for business success, Saxena (2013) saw talent management as the practice of developing and integrating new employees, developing and retaining existing employees, and luring highly skilled individuals to work for an organization. Likewise, other scholars such as Beardwell and Claydon (2010), Quddus (2015), and Rabbi (2015) have emphasized that talent management is about attracting, hiring, developing, and retaining critical organizational talent to survive in a market that is becoming more and more competitive. In order to investigate managing talent practices within the local private colleges, this study adhered to the definitions provided by Beardwell and Claydon (2010), Quddus (2015), and Rabbi (2015). Managing talent practices comprised a systematic effort to manage talent attraction and recruitment, talent development, and talent retention in order to positively impact the organizational performance of private colleges.

### **2.2.1 Realistic Job Preview**

It is believed that employees who receive truthful job previews throughout the recruitment and selection process would be more satisfied with their jobs (Iqbal et al., 2020). An employee's pre-hiring expectations about the company and the work are established by the realistic job previews (Lingadkar, 2020). When an employee's pre-hiring employment expectations and the actual job experience match up after induction into the business, job satisfaction is attained. Job satisfaction is defined as the sense of security that a job gives to a worker (Bilal & Bashir, 2016). A high rate of job

satisfaction among employees is regarded as a sign of an effective and profitable company with the defining characteristics of efficiency and effectiveness in its product and services (Stankeviit et al., 2021). It is also known as a state of positive emotional feeling that results from the job.

The realistic job previews are a technique to make sure that workers are efficient and successful in their work as well as to give prospective applicants information, both good and bad, about the position and the company (Kaur & Dubey, 2020). The company's information is intended to provide candidates a realistic impression of the organization, and the recruiting and selection process is defined as a two-way information process (Muduli & Trivedi, 2020). The main goal of this information flow is to get to a point where the employer's and the applicant's expectations align so that the sharing of information will enhance the quality of the employer's decision regarding the applicant and the hiring or joining of the job, respectively (Mikiewicz & Wolniak, 2020).

The ability to attract and retain the best workforce through realistic job previews is regarded as the competitive edge for organizations in the long run, and retention of the best workforce is positively correlated with employee job satisfaction. Realistic job previews are an important tool for implementing a smooth working pattern between an organization and its employees. Job satisfaction is based on the fulfillment of an individual's values while performing his or her job, and employee satisfaction is thought to originate from the perception of employees about the openness and honesty of the organization that they provided in the message of realistic job previews. While the cognitive component of job satisfaction is based on how much an employee is

satisfied with specific aspects and features of their job, the emotional component of job satisfaction is based on how positively an individual feels about their job.

Realistic job previews, according to Allen et al. (2017), are a highly important activity for a company and are made beneficial by employing both formal and informal ways. Its usefulness may be determined if the organizations discovers a workforce that meets its needs and offers better realistic job previewing techniques, giving the organization a competitive edge Allen et al (2017). In order to ensure that productive and competent candidates join the company with a long-term commitment to the company, good realistic job previews provide a detailed description of the job. A good job realistic preview is anticipated to help reduce turnover and hiring costs, and realistic job previews are meant to provide realistic job information. Positive information should be balanced with negative information; providing only positive information can be detrimental to an organization.

Realistic work previews are supplied in a variety of formats and through numerous channels, but it is crucial that the material be true and comprehensive (Klassen et al., 2020). Realistic work preview techniques come in a variety of forms, including oral presentations, job visits, printed brochures, and movies (Banerjee & Gupta, 2019). In a realistic job preview and during the recruitment and selection process, there should be a balance between positive and negative job information. On the one hand, job applicants should look for an organization that matches their cultural and job-specific needs, and on the other, employers should look for candidates who meet the organization's job qualification requirements (Bilal & Bashir, 2016).

Both the organization and the employer aim to seem appealing to each other because of the consequences that employee happiness and work performance have, and this attractiveness attitude will cause bias in the information presented (Veri, 2021). The realistic job preview is a strategy for altering attitudes that is intended to lower attrition among newly recruited workers (Otido, 2019). Additionally, the realistic work previews influence a person by educating him or her in a way that changes their behavior and causes them to act depending on the knowledge gained (Zhu et al., 2021). Since their layout affects the information presented and the applicant's ability to self-select, realistic job previews are vital (Klassen et al., 2020). The realistic job previews, grounded strongly in recruitment has received significant attention over the years however, research results, as it is in other fields, and are not definite (Ashforth et al., 2017).

In order to provide job candidates with a realistic job preview, accurate information regarding the position's requirements, compensation, potential employer, team dynamics, and organizational culture must be provided (Lukacik et al., 2020). Information provided to job candidates helps them avoid unhappiness caused by differences between their perceptions about a job, a supervisor, and an organization and the reality they encounter after they land the position (Duggan et al., 2020). Retaining talent in the UAE government sector has been a significant challenge for a long time following the boom that was identified in the public and private sectors of the country (Kaleem, 2019). As a result, many organizations have started making plans to meet their talent needs going forward. The advantages of a talent management strategy implemented primarily include recruitment and retention rates, and it is

helpful as keeping knowledgeable employees leads to a better source of rapid organization development.

The realistic job preview is a step in the recruiting and recruitment process that involves giving job hopefuls all the details about a position. This step is crucial (Tran et al., 2020). Employees have a significant role in the performance of firms, and effective recruiting process management is essential for organizations success (Chatterjee et al., 2020). Organizations should adopt creative strategies to address their business's economic, technological, legal, and other challenges; a realistic job preview helps with this. Workplaces are implementing new talent management ideas, and a realistic job preview process that is properly matched guarantees better results.

### **2.2.2 Performance-Oriented Compensation**

In order to provide and maintain appropriate types and levels of pay, benefits, and other forms of compensation, the performance-oriented compensation processes are based on compensation philosophies and strategies and contain arrangements in the form of policies and strategies, guiding principles, structures, and procedures. One of the main pillars of human resources management (HRM) is performance-oriented compensation management, which is concerned with developing and implementing strategies and policies to pay people fairly, equitably, and consistently in line with their value to the organization.

Hoffman and Shipper (2018) noted that performance-oriented pay management, as the name implies, entails creating a compensation system in which employees who perform better are paid more than those who perform on average. As an entitlement

for working for the company, performance-oriented compensation is given to employees as a return on investment or as a reward for a job well done (Seifu,2017). The most important resource for any organization is its human capital, which is accountable for every action taken, every task completed, and every outcome. Employees should be properly managed and motivated by offering the best compensation, which is the payment an employee receives in exchange for their contribution to the organization.

By giving employees financial and non-financial advantages, it is a systematic technique that seeks to balance the relationship between employer and employee (Reddy, 2020). An essential component of human resource management that serves to motivate employees and increase organizational effectiveness is performance-oriented compensation (Guest, 2017). An organization can increase its competitive advantage and maintain its organizations by identifying the recruitment talent pool, creating a competitive compensation plan, developing talent, and evaluating employee performance. This is why a successful organizations strategy should include a methodology for improving its workforce.

Encourage talented people to stay with the company for a longer amount of time is the major goal of talent retention, which is regarded as a strategic method to maintain brilliant personnel (Matongolo et al., 2018). Talent retention may be achieved based on incentive, training, career progression, perks, and remuneration. It is a major problem for firms to maintain their talented and performance-oriented compensation personnel (Törnqvist et al., 2020). Due to the knowledge and skills they possess, the retention of talented and high-performing employees has a significant impact on both

the financial and operational performance-oriented compensation of organizations. Any organization's capacity to attract, hire, develop, and retain top talent has an impact on its success, profitability, and long-term viability.

The authors emphasized further that the system should be created to encourage high performance at every level of expertise within the company and suggested that compensation and reward should support the overall goals of the company, not just in terms of recruitment and retention but also in terms of organizations performance (Patel et al., 2013). Public sector organizations learned throughout this transitional period that human resources management played a significant role in hiring, training, and preparing workers for competitive environments so that employees could perform to the best of their ability (Kaleem, 2019). The development of good compensation packages, which include ancillary benefits, bonuses, appreciations, leaves, and health benefits, was significantly influenced by performance-oriented compensation.

According to Tlaiss (2020), talent management is not a new idea, but one that organizations haven't always been willing to embrace. This concept has numerous names, including human capital management, employee relationship management, and workforce management. Recruitment and succession planning, learning and development, performance management, workforce planning, pay, and other HR or training responsibilities are examples of performance-oriented compensation services that are frequently compartmentalized in departmental silos (Rothwell et al., 2014). By automating the process and utilizing your exact workflow, talent management solutions help organizations establish and communicate crucial corporate goals,

measure employee performance improvement, and make sure that everyone in the organization is focused on the same objectives.

In order to determine the appropriate incentives, rewards, and compensation for each position, the organization defines clear job roles that specify the necessary skill levels. It also establishes the metrics by which success will be measured. The right person with the right skills in the right job at the right time is ensured in many leading organizations by management, ensuring that the organization can achieve strategic goals at all levels.

### **2.2.3 Work-Life Balance**

A crucial component of a successful personnel management plan is keeping a steady staff yet doing so has proven to be difficult over time (Shepherd et al., 2020). In recent years, the difficulties of finding a work-life balance have drawn a lot of attention, particularly in the field of modern organizational research (Wood et al., 2020). Less focus has, however, been placed on studying the effects of work-life balance. These authors talk about the effects that non-work variables like job stress and burnout have on an employee's intention to leave a company, with a particular emphasis on the effects that job stress, work-family conflict, and job characteristics have on this crucial decision.

According to these authors, the amount of support given to employees, the skills they bring to the job, the standards of the industry, and how these factors are handled at work will affect or moderate the amount of conflict between work and family (Wood et al., 2020). Additionally, work life balance is an organization's internal social

responsibility to its employees, wherein the organization provides employees with the chance to balance their obligations in their personal and professional lives. Work life balance represents When it comes to employment and working hours, it's important to provide employees with a flexible work environment that allows them to complete tasks remotely or outside of the office as needed to meet their non-work obligations. Work-life balance, which is achieved by an employee by striking a balance between work, home, and other life roles, has recently been discovered to be crucial for attracting and keeping talent.

Work-life balance is defined as achieving satisfactory experiences across all facets of life, and achieving satisfactory experiences across facets of life necessitates an equitable allocation of personal resources, such as commitment, time, and energy, across all facets. According to Chang et al. (2019), excessive work-related responsibilities, pressures, and obligations, as well as excessive working hours and unequal resource distribution, may degrade life quality and result in poor physical and mental health. Work-life balance is the employee mentality that organizational management must emphasize because it can result in issues like decreased employee productivity, low morale, tardiness, absence, and possibly even employee turnover. Work-life balance is defined as an individual's psychological satisfaction, and it can significantly boost self-efficacy if the employees are able to maintain a healthy balance between work and personal life. This will be advantageous to both the company and the employees themselves in the long run.

The individual's working hours and amount of overtime hours are adversely connected with their work-life balance, and the longer these factors are out of balance, the less likely an employee is to want to stay at their job and the less productive they will be (Fontinha et al., 2019). From the perspective of job advancement, an individual's organizational dedication and growth are crucial, and they are also required in order to fulfill societal obligations, social duties, and volunteer time for society's well-being (Pandey, 2020). To lead a peaceful life, however, commitment to self-improvement and good health are necessary.

Work-life balance can generally be associated with equilibrium or the maintenance of an overall sense of harmony in life. Definitions and explanations vary, but any mismanagement of personal, societal, and organizational commitments can have serious consequences in each of those areas. Work-life balance and organizational commitment had a significant influence on an employee's overall job satisfaction, willingness to remain, and organizational commitment as a reliable predictor of employee turnover (Chang et al., 2019). The performance of organizations as well as the health and wellbeing of employees are negatively impacted by a poor work-life balance. Therefore, an imbalance between work and personal life leads to higher stress, which may also increase employees' intentions to quit their jobs. As a result, the ability of employees to achieve work-life balance with organizational support ought to result in greater job engagement, greater commitment, better job performance, and a lower turnover rate.

Today, maintaining a healthy work-life balance is essential for all employees in both public and private institutions (Sari & Seniati, 2020). If a company doesn't properly consider and manage employee work-life balance, employee productivity and performance will suffer (Wolor, 2020). Achieving a work-life balance involves striking a balance between one's professional and personal obligations (Sari & Seniati, 2020). Employees today face a conundrum because competition for jobs has a variety of detrimental effects on work-life balance, including increased stress, work fatigue, and disruption of personal and professional relationships.

To intelligently distribute the available resources, including time, thinking, and effort, among the employees' personal lives, the work-life balance must be taken into account in this situation (Yang, 2020). The organizations must also be concerned with how essential work-life balance is for its employees and how to foster an atmosphere that encourages responsibility and job balance, since doing so will increase employee loyalty and productivity (Wood et al., 2020). A key component of the company's human resource management division is the ability to achieve and improve work-life balance, which has evolved into a joint obligation between the employer and employees.

The value of work-life balance is well understood in western nations, where employees now choose it over better pay (Shabir & Gani, 2020). Three elements make up the work-life balance: a balanced schedule, a balance between job and family responsibilities, and reasonable satisfaction (Blasetti, 2020). Since maintaining a balance between work and home life is crucial for employees to focus on relaxing and flexible work (Cook, 2020). The company needs to continually understand the value

of work-life balance in terms of employee performance, productivity, and overall employee quality of life (Kasbuntoro et al., 2020).

#### **2.2.4 Perceived Organizational Support**

Given the significance of HR within a business, the organization must completely support HR and guide it in a constructive path (Cowan et al., 2021). This assistance will have an effect on the well-being and productivity of human resources. Perceived organizational support refers to how much an organization can value contributions made and pay attention to the welfare of its human resources. Additionally, organizational support, which is frequently referred to as perceived organizational support, is a key idea in the literature on an organization's behavior. Organizational support can explain the relationship between organizational treatment, employee attitudes, and behavior toward their work and organization.

Employees utilize the organization's treatment as a stimulant, which they then perceive as an indication of the organization's support (Ridwan et al., 2020). The definition of perceived organizational support is "organizational support that persuades someone that their contribution has been acknowledged and their well-being is important to the workplace organization" (Ridwan et al., 2020). Also described is perceived organizational support, which refers to a support system whereby an organization evaluates the extent of a contribution, pays attention to welfare, listens to grievances, pays attention to life, and treats employees fairly (Ridwan et al., 2020). The extent to which employees feel that organizations appreciate their contributions and care about their well-being is known as perceived organizational support (Zagenczyk et al., 2020).

Additionally, the perception of organizational support reflects how the organization sees its employees, and if the organization values its workers' loyalty and dedication as a sign of their commitment to it, then its workers will also be aware of its commitment to them. However, there are three general types of treatment from organizations that are regarded as good and will be able to heighten the level of organizational support felt by workers, namely: 1) fairness; 2) supervisor support; and 3) rewards from organizational rewards and job conditions.

Given access to pertinent resources at work, perceived organizational support can assist narcissists refill or conserve their stock of resources and buffer the detrimental link between narcissism and work-related attitudes (Choi, 2019). For instance, narcissists may benefit from instrumental assistance from organizations in the form of personal leave and flexible work schedules, which can provide a break from their jobs (Choi, 2019). Reduced workload demands may result from a supportive work environment, for example, when coworkers take over the employee's assigned tasks, which may help preserve scarce resources.

A good influence on one's feeling of self-worth and fulfilment of the essential human desire for belongingness can result in resource accumulation due to the supportive work environment's signal that the employee is a valued part of the firm (Choi, 2020). Regardless of the location, managing talent is a challenge for all firms in the context of globalization (Tomcikova & Coculova, 2020). Worldwide integration demonstrates businesses' standardizations in talent recruitment, development, and management to secure their competitive position and consistency in the talent market, which is considered as a global labor market for talents (Deters, 2017).

The organizations that are very successful globally tend to maintain local recruitment strategies but combine these local strategies with a more global transfer of information and best practices. As a result, organizations must adapt global best practices of talent management while also adapting the local requirements and labor market. Since superiors are the representatives of the company and are in charge of supervising and evaluating the work of their subordinates, employees interpret their orientation towards them as a sign of organizational support (Isa et al., 2018). Employees will act in a productive manner, which will enable the organization's goals to be achieved (Li et al., 2019). Given that talent won't leave an organization unless they feel needed by their respective organizations, recognition from the organization based on their performance will reassure them that their jobs are secure. The relationship between talent identification and talent development and employee retention is significantly mediated by perceived organizational support, but the relationship between talent culture and employee retention is not significantly mediated by perceived organizational support.

There are additional organizational characteristics or context that may affect employee engagement company culture, therefore talent management methods alone cannot guarantee employee engagement (Oluwatayo & Adetoro, 2020). The perceived organizational supports also showed that key organizational activities, such as selecting and developing the following generation of leaders (talent management), maintaining an effective organizational culture, and creating organizational structures, processes, and controls (perceived organizational support), are influenced by organizational leaders (Jehanzeb, 2020).

### **2.2.5 Mentoring**

One of the few resources utilized or required for developing tomorrow's talented workers is mentoring. It is also used to boost organizational capacities, intelligence, develop organizational knowledge, and maintain organizational competitive advantage (Nbabuife & Okoli, 2017). Mentoring includes the practices frequently planned and endorsed by management to help employees grow and sustain the company's competitive edge (Younas & Bari, 2020). Companies with an interest in mentoring are social systems where successful managers and workers are essential for effectiveness and efficiency. Without their people efforts and improved performance, organizations cannot reach their goals (Ayinde et al., 2021).

The mentoring industry is prominent in the corporate world and in most emerging nations. It is widely acknowledged as being crucial and having a big impact on these economies in terms of employment, entrepreneurship, community development, and economic progress (Cascante & Suess, 2020). Additionally, the mentoring enterprises are owner-oriented, managed businesses, with members primarily engaged in management, operations, and strategic corporate destiny determination (Ogoro, 2018). As proper training of their subordinate to improve performance is essential for all organizations, mentoring of employees is an unavoidable factor that will favorably impact the company in the near future.

As the most important production component, human resources require mentorship to ensure organizational effectiveness and efficiency. The organizations may proactively plan for their leadership transition and limit the negative effects (Luu, 2019). Organizations can no longer expect to remain competitive unless they coach people,

encourage them, and enable them to continually improve their performance. Employee development initiatives are a crucial component of every organization's overall strategy (Rasheed et al., 2017). However, many firms run mentoring without assessing or analyzing their effects on employee performance, making it impossible for them to judge whether or not these are useful and should be sustained (Abeles et al., 2021).

While many scholars from other continents have written on mentoring, there is little study on how mentoring affects employee performance, particularly in business, which necessitates a thorough investigation (Vauterin & Hatakka, 2020). Few studies that are specifically testing mentoring as a method of knowledge transfer among people are known in management literature (Anthony et al., 2021). Studies have shown that mentoring is frequently hampered by a variety of issues, such as: fear of retirement, fear of the unknown, fear of losing control, fear of death, a lack of interests outside of work, and a strong sense of personal attachment to the organization. In a similar vein, modern researchers are just beginning to explicitly examine the links between mentoring and knowledge transfer.

Employee performance is greatly influenced by the mentorship of subordinates, and lacking mentorship decreases the possibility that employees will perform better (Chatterjee et al., 2021). While mentoring is a process by which people of superior rank and prestige instruct, counsel, guide, and/or facilitate the intellectual and/or career development, mentoring is also a personal developmental relationship in which a more experienced or knowledgeable person helps a less experienced person (Stone, 2020). A mentoring relationship is a close, mutually beneficial partnership in which one

partner voluntarily benefits from the other's superior experience, knowledge, skills, or status in all areas of human endeavor.

A more seasoned staff member can provide less seasoned colleagues with a variety of tailored tips and incentives on a range of skills via the use of creative methods (Shukas, 2020). Furthermore, the mentoring process is one in which more seasoned supervisors impart their knowledge and expertise to the younger workers (Peter & Cronjé, 2020). A technique that is becoming popular for fostering relationships between junior and senior employees and for promoting both employee and management growth within an organization is mentoring (Lila, 2020).

As part of the mentoring relationship's professional advancement, which includes career assistance and psychological support activities, there is an exchange of knowledge, learning, and development of skills and knowledge about the company (Lee & Woo, 2020). Workplace interactions like mentorship should be encouraged to encourage the transmission of tacit knowledge and emphasize the significance of human resource development to the success of a firm (Zeng et al., 2020). X generation is receiving technical expertise and experience from the new talented generation through reverse mentorship and flexibility, according to talent management methods (Cismaru & Iunius, 2020).

They found that perceptions of career support are positively correlated with promotions and informal organizational career management activities, such as participation in demanding job assignments, informal career discussions with a manager, and mentoring relationships with senior coworkers. Some organizational

career management practices include assessment centers, career counseling by the human resources department, formal mentoring, career workshops, retirement preparation, succession planning, formal education as part of career development, and lateral moves to create cross-functional experience. The foundation for career planning is also laid out in performance evaluation.

### **2.2.6 Training and Development**

The transformation and acceleration of organizational training and development is one of the three biggest difficulties facing businesses today, according to worldwide trends in human resource management (Stachová et al., 2019). Employees at all levels want their companies to provide them with dynamic learning opportunities, which is often in contrast to out-of-date development and a static approach to training (Lee et al., 2019). As a result, it is clear that development need to be revised and a new strategy should be employed to pique employees' interest in personal development.

In order for the business to achieve sustainable organizational performance, management should focus on coaching, training, and job rotation while also using learning and development and employee career management (Al Aina & Atan, 2020). The current environment has made it more important for organizations to concentrate on how they will assure long-term profitability because it is the primary concern for HR and business worldwide (Stahl et al., 2020). An company may increase its competitive edge and maintain its business by identifying the recruiting talent pool, creating a competitive compensation plan, developing talent, and evaluating employee performance. This is done through a process for enhancing its workforce (Pandita & Ray, 2018). Any organization's ability to attract, train, and retain top talent will

determine its success, profitability, and sustainability. For most businesses, the biggest challenge is finding ways to keep talented employees after they have completed their training.

The tries to distinguish between education, training, and development and claims that education is only limited to theoretical learning while training is the process of imparting specific skills (Kärner & Höning, 2021). The goes on to define development as learning opportunities created to help employees advance, as well as staff development and training initiatives created to assist an organization in meeting its skill requirements and helping its employees reach their full potential with the overall goal of implementing its strategy and ensuring the organization's success.

Any effort to increase an employee's capacity for performance via learning, often by modifying attitudes or broadening skills and knowledge, constitutes training and development (Ibrahim et al., 2017). Additionally, the company must provide personnel with a variety of development opportunities so they may build the knowledge, abilities, and experience needed to contribute to the achievement of individual, team, and organizational objectives and expectations (Rodriguez & Walters, 2017).

Employee training offers the chance to expand knowledge and skills that promote more effective collaboration at work, fostering personal growth and enhancing job performance (Awan et al., 2021). Employees can be trained to be more transactional and transformational at any level of an organization, which supports the idea that developing and implementing a mix of transactional and transformational leadership training for all staff members has significant organizational benefits. When employee

training and development is necessary, it should successfully impart new knowledge and skills to meet organizational needs (Rodriguez & Walters, 2017). Training is a learning process that involves the acquisition of skills, concepts, rules, or attitudes to increase employee performance (Ibrahim et al., 2017).

It is a crucial tactic for developing skills in individuals since it enables them to both learn and unlearn abilities, or to modify incorrect skills and gain new ones. recognizes that training should include learning principles evolved through time in order to improve effective learning, long-term retention, and transfer of the skills or factual knowledge learned in training to the workplace (West et al., 2019). The majority of organizations choose to adopt HR strategies like the commitment strategy, which aims to create psychological ties between the company and the employee as a means of achieving goals (Chams & Blandón, 2019). Talent development also requires other approaches, such as mentoring and autonomous learning.

### **2.3 Leadership Competencies**

The ability of an individual or firm to "lead" or guide other individuals, teams, or entire organizations is the subject of research as well as a practical skill set (Smith, Minor, Brashen, & Remaly, 2017). Professional literature debates many points of view, contrasting Eastern and Western approaches to leadership as well as (within the West) American vs European approaches. Management is defined as "a procedure of social influence in which a person may enlist the aid and assistance of others in the success of a typical task" in US academic environments.

The subject of management is highly favored and loved. Over the years, organizations and people have been increasingly interested in the subject of leadership and have been looking for more knowledge on how to become excellent innovators (Jiang & Jia, 2018). On the subject of management, a huge number of books, research papers, training materials, and sessions have been written. Management is genuinely believed to be a means of enhancing individual growth as well as social and professional development (Afonso, 2019). Organizations have a strong belief that effective leadership has positive effects on their company, boosting growth and profits. Organizations all over the world invest billions of dollars in management education and development. 2019 (Fahlevi et al.).

These teachings come in a variety of forms, such as expensive courses offered by colleges that have developed management majors to meet the need of the culture for being an effective pioneer. expensive courses designed for businesses to teach managers and executives how to become better leaders (Valdivia et al., 2019). Although the topic of pioneer and leadership need not be as tough as it initially appears to be, analysts have really created complexity relating to complexity among individuals that makes learning about that topic demotivate and complicated people. A significant portion of the money spent on predecessor training may have provided dubious benefits (Barth & Benoliel, 2019). In the past, management has been classified and understood in a variety of ways, including through traits and qualities, focus groups, acts or behaviors, power relationships, transformational processes, and skills-based perspectives.

Despite the above-mentioned complex notions, the following elements will simplify what it means to be a successful leader (Vallina & Guerrero,2018). First, it's important to define the terms lead, leader, and leadership. The second point is that leadership qualities and foresight will be stated in a straightforward manner. According to the Webster dictionary, the word "top" means "to guide on a route." Actually, the definition of an innovator is "a person who leads and has considerable power or impact." "The definition of "management" is really "a stance as the leader of a group, organization, or enterprise. the power or capacity to influence others ". 2017 (Mayvan, Far, & Yari). According to the aforementioned interpretations, leadership is a method in which an individual persuades a group of people to achieve a common goal. 2020 (Caillier).

Not only does management involve influence, but it also cannot exist without it. The letters that make up the phrase management contain the following management aspects that have an impact: 2018 (Sethibe). The capacity of an individual or organization to "lead" or assist different other people, staffs, or even entire organizations is referred to as leadership. Leadership is both a research topic and a practical skill set. People and organizations have developed a growing interest in the leadership tip as they look for more information on how to become effective leaders over a number of years. Institutions all across the world spend billions of dollars on the goal of leadership development (Berkovich & Eyal, 2019). Effective leaders are expected to use certain leadership functions, such as the following, to potentially influence others. The process of influencing a group of people to achieve a common goal, influencing others to carry out an objective, and directing an organization in a way that makes it more cohesive and coherent is known as leadership competences (Sedrine et al., 2020).

Government officials, commercial executives, and executives of major organizations often make critical decisions and anticipate positive outcomes in reaching their goals (Alrowwad et al., 2017). The successful and effective leader, especially the true leader, is required to exhibit bravery and honesty in addition to integrity and sincerity (Engelbrecht et al., 2017). The imperative of diversification strategy and the complexity of the business environment can be viewed as rational (complexity) and emotional (diversification) areas of involvement on the conceptual level of challenges. In order to deal with or resolve any problem or crisis, it is strongly advised to manage less and lead more. This advice focuses on leadership styles and how they relate to talent management.

The backbone of an organization's culture is its leadership style, and effective leaders establish this culture by instilling values, modeling appropriate member behavior, and upholding sanctions and incentives (Ugheoke, 2019). Numerous academic researchers in the past have studied leadership styles, separating the concepts of leadership and management, as well as their effectiveness in achieving achieved results and efficiency (Hasan & Rjoub, 2017). By relying on a variety of organizational behavior perception and theory translations to the actual leading functions and activities, numerous researchers and academics attempted to present the correct classification and description of their essential functions and responsibilities.

Organizational behavior analyzes leadership philosophies and managers in accordance with their personalities and characteristics, and helps to respond to diversification, economic force, improve labor skills, support work-life balance, improve customer service, and foster an ethical workplace environment (Hasan & Rjoub, 2017).

Additionally, the offers and demonstrates the direction and strategy for leaders, especially managers, to choose the right and proper styles that are most compatible with the organization's principles in order to gain and realize both personal and organizational objectives (Vera & Crossan, 2004). Additionally, exhibiting the proper behaviors might have an impact on a leader's real performance; various writers and academics stated that employees may be aware of a leader's behavior or vision in a pretty uniform or standardized way (Hasan & Rjoub, 2017).

Although the public sector achieves this goal and also contributes to the development of the nation and the prosperity of civilizations, one of the most important goals in the establishment of public sectors is to maximize profit and increase market value. However, the public sector operating under risk and uncertainty may occasionally run into problems. Boin et al. (2016) contend that the concept of leadership style and crisis were thoroughly investigated because the environment of the public sectors is constantly changing and putting them in danger. This is due to the increase in the frequency of occurrence of leadership and crisis and the negative effects on the public sectors at different dimensions. According to (Kargas, & Varoutas, 2015), a person's leadership style refers to their capacity to persuade other group members to work toward a particular goal or set of goals.

Consequently, the skills and qualities that a leadership style exhibits to influence a group of people to achieve a vision or a set of predetermined objectives, in addition, leadership is about replicating with change and vision development for motivating others (Hasan & Rjoub, 2017). Recognizing the effectiveness of a leadership style is crucial since it is seen as a social development. It is also crucial to understand how a

person behaves and behaves (Di Fabio, 2017). It is accurate to state that an organization's effectiveness in terms of leadership style depends on how its members behave in terms of successfully completing objectives. To this end, effective leaders are those who can add value by figuring out what approach is best given the circumstances. Some examples of leadership styles are as follows: According to (Martin, 2015), one of the fundamental leadership styles, transformational leadership is a crucial performance given by the leader to motivate the followers to prioritize the group's interest over the individual's interest and the leader pays attention to the interests of their followers. The substantial relationship between an individual's conduct and transactional leadership as well as the favorable relationship between an individual's attitude and transactional leaders were established by earlier studies (Podsakoff et al., 2000; Bass et al., 2003). In addition, several recent studies (Walumbwa et al., 2008; Rubin et al., 2010) demonstrated the strong link between transactional leadership and OCB.

Despite the fact that transformational and transactional leaders are comparable and do not differ from one another (Machumu and Kaitila, 2014). The charismatic leadership style is defined by Hasan & Rjoub (2017) as a person who influences followers via the use of symbols, tales, and pictures in order to succeed at remarkable levels. Additionally, charismatic leaders are prepared to give up everything to demonstrate their dedication. There is a favorable correlation between charismatic leaders and improved organizational performance (Maher, 2017). However, in reality, the situation is sometimes the exact opposite, with crises occurring as a result of inadequate leadership practices prior to the crisis or, more frequently, as a result of inadequate leadership during the crisis.

Future the behaviour of business leaders in some unknown potential crisis situation is rarely foreseen as a problem and often assumed as adequate and the role of leadership in planning for crisis and managing crisis is to be particularly considered within contextual dimensions of responsible leadership, stakeholder management and sustainability (Randall, 2018).

## **2.4 Employee Performance**

The effectiveness of the employee is evaluated in comparison to the performance benchmarks set by the company (Rodriguez & Walters, 2017). The task for ensuring that businesses aspire for and ultimately attain high performance levels rests on the corporate management (Abbas, 2020). Through the process of managing employee performance, the business makes sure that its employees are contributing to the production of high-quality goods and/or solutions. This monitoring approach encourages employees to get involved with the company's goals and as a result, takes part by having a responsibility in the entire process, producing incentive for high efficiency levels (Abbas, 2020). It is crucial to keep in mind that performance monitoring entails duties that ensure that organizational objectives are consistently accomplished in a trustworthy and efficient manner (Beeri et al., 2019). An earlier study on employee productivity demonstrated that workers who were happy with their jobs would be more productive on the job and ultimately more likely to stay with their employers than those who were dissatisfied with their work.

The monitoring finds it easy to motivate high performers to meet company goals because employee performance is higher in satisfied and happy workers. Job freedom is therefore a crucial metric when it comes to the employee's ability to make decisions

about their line of work. The specify staff members' ability adaptability as "the number of feasible different methods, with which employees can use their skills in their job" and "just how staff members with various skills can be rearranged to the correct locations in a rapid means (Diamantidis & Chatzoglou, 2019). In other words, it is said that worker commitment, which is composed of the three parts (affective commitment, continuance dedication and no intention commitment) is likewise connected to employee performance (Kaplan & Kaplan, 2018).

The positive connection between affective commitment and employee performance, that, employees who feel that an organizations practices towards them is excellent might boost their levels of psychological dedication (Hafiz, 2017). Further, the staff members with high continuation commitment feel a solid obligation to do their work as if is identified with the firm's goals, while staff members with reduced continuation dedication really feel no such responsibility to sustain the firm's goals (Diamantidis & Chatzoglou, 2019). The workers with a high level of normative commitment are "trapped" in no-choice scenarios, such as remaining in the company also if they do not desire to (Zhao et al., 2020). The do work passively and progressively their performance decreases (Diamantidis & Chatzoglou, 2019).

The company make sure that their workers are adding to generating high top quality products and/or solutions through the process of employee performance monitoring (Jewell et al., 2020). The specify staff members' skill adaptability as "the number of possible different means, through which staff members can use their skills in their work" and "just how staff members with various skills can be rearranged to the proper locations in a quick means (Diamantidis & Chatzoglou, 2019). In various other words,

it is suggested that employee dedication, which is composed of the three components (affective dedication, continuation dedication and no intention commitment) is additionally related to employee performance (Kaplan & Kaplan, 2018). The favorable connection in between affective dedication and employee performance, that, employees that feel that an organizations behavior towards them is good might boost their degrees of emotional commitment (Hafiz, 2017).

## **2.5 Talent Management Practice and Leadership Competence**

Previous perceptions of talent management require an update to recognize the contemporary environmental sustainability context and the need for TM practices to focus on human capital development and employee performance in order to attract, nurture, retain, deploy and enhance the right talent in the workplace (Gardas et al., 2019). As an emerging concept, “TM” in organizations is argued as a strategy by which competent organizational leaders attempt to ensure that the right talent is systematically attracted, nurtured and retained (Bui and Chang, 2018; Gardas et al., 2019). Qualified team leaders or leadership competencies can play key roles to further drive work processes, reduce the complexity of stressful tasks, and share relevant knowledge that may improve team productivity (Oosthuizen, 2019). Demonstrating leadership competence can help reduce the weight of task requirements for team members involved in running the organization and help complete milestones faster (Ogbeibu et al., 2021a).

The concept of leadership competency can be conceptualized as the leader's ability to categorize experience in so as to enhance the effectiveness and efficiency of organizational goals necessary for task-specific operations (Brougham and Haar,

2018; Ogbeibu et al., 2020a, 2021a). Due to technological change, it is important for leaders to go beyond simply possessing basic skills and competencies as they may not be sufficient to meet the future challenges raised by the Fourth Industrial Revolution (Li et al., 2020). For organizations to win in the short term, enhance competitive advantage and survive in the long term, leaders must have competence. (Masoud and Egger, 2020) points out that organizations will require a leader who is competent in the development, management and deployment of sensors, actuators, and the Internet of smart technology, to fully support the technical processes that support talent management practices (Haenlein and Kaplan, 2021; Li et al., 2020).

According to several experts that studied training and development, it has a favorable influence on enhancing leadership abilities (Ax & Greve, 2017; Bayanova et al., 2019; Gochhayat et al., 2017; Lee & Jang, 2020; Pietersen, 2017; Shao, 2019). Employee capabilities, especially leadership competencies, are improving as a result of training and development (Harrison & Bazzy, 2017; Schmiedel et al., 2019; SHKUNOVA et al., 2017). As a result, the researcher anticipates that training and development will have a substantial influence on leadership capabilities in UAE government organizations. This anticipation is similar to and consistent with previous research' ideas (Abdi et al., 2018; Ahmady et al., 2016; Alas & Mousa, 2016; Chatterjee et al., 2018; Harrison & Bazzy, 2017; Jogaratnam, 2017).

Performance-based payment (PBC) is a method of financially rewarding employees in addition to their normal salary (Ahmed & Philbin, 2020; Seidel et al., 2017). When these systems are used, a company must be prepared to identify and measure performance, as well as give remuneration, such as bonuses, when goals are attained

according to criteria (Dirani et al., 2020; Shum et al., 2018). According to certain academics that have studied performance-based payment (PBC), it has a good influence on strengthening leadership abilities (Ahmed & Philbin, 2020; Mau, 2017; Mendenhall et al., 2017; Podgórska & Pichlak, 2019). Employees are more motivated to work on themselves and enhance their competences, particularly leadership competencies, as a result of performance-based compensation (Andriukaitien et al., 2017; Cumberland et al., 2016). As a result, the researcher anticipates that performance-based payment (PBC) will have a major influence on leadership capabilities in UAE government enterprises. This theory is similar to (Al Awadhi, 2018; Andriukaitien et al., 2017; Cumberland et al., 2016; Neri & Wilkins, 2019; Pareek, 2018) and linked with other theories in previous research.

The amount of time you spend working relative to the amount of time you spend with your family and doing things you enjoy is known as work-life balance: It may be difficult to strike the right work-life balance (Kaleem, 2019; Naim & Lenka, 2017). Work-life balance has been reported to have a favorable influence on enhancing leadership abilities by certain research (Bhatia & Baruah, 2020; Botjani & Slana, 2018; Chaudhuri et al., 2018; Froese et al., 2020; Pooranee et al., 2020; Rawashdeh, 2018). Work-life balance results in a more relaxed person who is more likely to learn new skills and abilities, including leadership skills (Dahshan et al., 2018; Presbitero, 2017). As a result, the researcher anticipates that work-life balance will have a substantial influence on leadership capabilities in UAE government enterprises. This theory is similar to (Lawler, 2017; Ochieng'Ojwang, 2019; Presbitero, 2017; YAU, 2020) and connected with other theories in another research.

The degree to which workers feel their organization values their contributions, cares about their well-being, and meets their socioemotional needs is referred to as perceived organizational support (Alzbaidi, 2020; Mahlahla et al., 2020). According to several studies that studied perceived organizational support, perceived organizational support has a beneficial influence on leadership qualities (Alias et al., 2016; Dadheech, n.d.; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020; Sabuncu & Karacay, 2016). Employees will be able to grow as a result of perceived organizational support, which will impact their competencies (Khan, 2019; WMTNK & Dilanthi, n.d.). As a result, the researcher anticipates that perceived organizational support will have a major influence on leadership abilities in UAE government enterprises. This idea is similar to (Barkhuizen et al., 2017; Cocuová, 2020; Khan, 2019; Sabuncu & Karacay, 2016; Sigilai, 2019) and linked with other theories in other investigations.

Mentorship is a relationship in which a more experienced or educated person aids a considerably less experienced or educated person (Collings et al., 2019). The adviser might be older or younger than the person being mentored, but they must be knowledgeable in a certain field (bin Abdul Hamid et al., 2020; DP et al., 2020). Mentoring has been proven to have a favorable influence on enhancing leadership abilities by certain academics who studied it (AGARWAL, 2018; Claus, 2019; Damarasri & Ahman, 2020; Kavoo, 2018; Matata, 2017; Mensah, 2019). Mentoring will assist in ensuring that training runs smoothly and that employees obtain new skills (Al Aina & Atan, 2020; Krishnan et al., 2020). As a result, the researcher expects mentoring to have a major influence on leadership abilities in UAE government enterprises. This theory is similar to and consistent with previous research' ideas

(Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020).

Training and development include enhancing the performance of companies, as well as the individuals and teams that make up such organizations (Chandrasekara & Weerasooriya, 2020; Ramli et al., 2018). According to several experts that studied training and development, it has a favorable influence on enhancing leadership abilities (Johennesse & Chou, 2017; Masri & Abubakr, 2019; Meyers, 2020; Ramli et al., 2018; Salau et al., 2018). Training and development will aid in ensuring that training goes as planned and that staff obtain new skills (Jing & E, 2003; SOPIAH et al., 2020). As a result, the researcher anticipates that training and development will have a substantial influence on leadership capabilities in UAE government organizations. This theory is similar to and consistent with previous research' ideas (Ahmetoglu et al., 2018; Altay et al., 2018; Jing & E, 2003; Meng & Berger, 2019; Pawirosumarto et al., 2017; Sinha et al., 2016).

## **2.6 Leadership Competence and Employee Performance**

Because staff management will decide the organization's future performance, leadership and leadership skill are essential factors in public sector enterprises (Kaiser et al., 2008). Previous research has discovered variations in the effects of leadership competency on employee performance in various locations of identical firms. Subriah et al. (2020) Majin Regency DPMPTSP Employee Performance Examination is one example. They discovered that performance evaluation and feedback were the most important measures of leadership skill in terms of employee performance.

Furthermore, Rahmat et al. (2020) found that competent leaders who have good communication with employees and involve employees in decision-making have the highest average employee performance scores. Moreover, to achieve the success of public services in the current era of digitalization, talented human resources are required (Mazurchenko & Maršíková, 2019). Many employees did not receive education, and training led to a lower level of community service. Khaireh et al., 2020) found that the leadership competency factor is a key factor that significantly affects the employee performance (Fitri et al. (2020).

Employee performance is defined as how well an employee fulfills their work responsibilities and performs the tasks that are required of them (NaranjoValencia et al., 2017; Nguyen & Watanabe, 2017). It relates to the outcome's effectiveness, high quality, and efficiency (Dubey et al., 2017; Zeyada, 2018). Efficiency also contributes to our assessment of an employee's value to the company (Hoque, 2018; Santos & Gonçalves, 2018). Leadership competencies, on the other hand, are managerial skills and behaviors that contribute to exceptional efficiency (Chong et al., 2018; Shao, 2019). Organizations may far better detect and build their next generation of leaders by employing a competency-based management approach (Ax & Greve, 2017; Gochhayat et al., 2017).

Better management results from an emphasis on leadership skills and ability development (Lee & Jang, 2020; Pietersen, 2017). Some researchers who studied leadership competencies discovered that they have a positive impact on employee performance (Altay et al., 2018; Chong et al., 2018; Ebrahim, 2020; Gochhayat et al., 2017; Krishnan et al., 2020; Meyers, 2020; NaranjoValencia et al., 2017;

Pawirosumarto et al., 2017; Pietersen, 2017; Santos & Employees are better qualified to accomplish their work as allocated when they have leadership skills (AGARWAL, 2018; Mensah, 2019). As a result, the researcher expects leadership qualities to have a major influence on employee performance in UAE government enterprises.

Leadership is both a study topic and a practical talent that refers to an individual's, group's, or corporation's capacity to "lead," influence, or guide a group of individuals, a team, or an entire company. Management talents and practices that contribute to perceived competence are referred to as leadership competencies (Brooks & Silva, 2016; Ross, 2017). Organizations may better detect and build the next generation of leaders by utilizing a competency-based management approach (Kim et al., 2020; Mirhosseini et al., 2020). Better management may be achieved by focusing on leadership qualities and increasing capabilities (Lewis, 2016; Seemiller, 2017).

Focusing on the development of leadership abilities and skills fosters stronger leadership (Bruns et al., 2017; A. Hussain & Ashcroft, 2020). However, depending on the degree of leadership in the organization, the abilities necessary for a certain role may alter. Organizations can use a competence approach to identify occupations that require certain abilities at various levels (R Martin et al., 2016; Shaikh et al., 2018). Some key leadership skills that are similar across businesses have been found by researchers at the Center for Creative Leadership (Irtaimah, 2018; Veenema et al., 2017).

Focusing on the development of leadership abilities and skills fosters stronger leadership (Bruns et al., 2017; A. Hussain & Ashcroft, 2020). However, depending on the degree of leadership in the organization, the abilities necessary for a certain role may alter. Organizations can use a competence approach to identify occupations that require certain abilities at various levels (R Martin et al., 2016; Shaikh et al., 2018). Some key leadership skills that are similar across businesses have been found by researchers at the Center for Creative Leadership (Irtaimeh, 2018; Veenema et al., 2017).

Organizations must remember that future organizational technology must generate efficiency, and that essential service options must be considered in the future (Meerits & Kivipld, 2020; Norzailan, Othman, et al., 2016). The Center for Creative Leadership (CCL) has highlighted some of the future business patterns that will have an impact on the management abilities needed to keep the firm afloat and boost employee performance (Korzynski et al., 2020; Seidel et al., 2017). Organizations must evaluate the specific strategy and targeted business results of a given organization, in addition to future business orientations, to design leadership competence development (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020).

Organizations may successfully contribute to the growth of their people by developing leadership competence models that represent future company strategy and meaningful results for stakeholders (i.e. consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020). According to research, when investors have faith in an organization's leadership capabilities, the stock price rises (Ahmed & Philbin, 2020; Dirani et al., 2020). Organizations gain a competitive edge by

developing a distinct leadership brand across leadership capabilities that result in positive outcomes for stakeholders (Seidel et al., 2017; Simmons et al., 2020).

Furthermore, some researchers have looked at the function of leadership qualities as a mediator of a variety of independent factors, including some of these study variables and their link to employee performance (Brooks & Silva, 2016; Bruns et al., 2017, Kim et al., 2020; Lewis, 2016; Merhosini et al., 2020; Ross, 2017; Similer, 2017). They discovered that leadership skills help to improve the predictability of dependent variables related to employee performance by acting as a positive mediating factor (Ma, 2018; Park et al., 2017). As a result, the researcher predicts leadership qualities to have a strong positive mediating influence on the link between the study's independent factors and employee performance (Barklift et al., 2017; Kotter et al., 2016; Karaca et al., 2020). This idea is congruent with one that has been proposed in other investigations (Auffret et al., 2017, A. Hussain & Ashcroft, 2020; Irtaimah, 2018; Kim et al., 2020; Norzailan, Yusof, et al., 2016; Salvage et al., 2019; Shaikh et al., 2018; Veenema et al., 2017; Wiewiora & Kowalkiewicz, 2019).

## **2.7 Talent Management Practices in UAE Organizations**

Public sector organizations has come up with very innovative strategies to increase employee engagement and make them feel that they are part of the organization in the UAE, and these include employee stock options that were introduced by some organizations to increase the emotional commitment of employees to the organization, which was never heard of in the UAE (Singh and Sharma, 2015). To determine the different strategies adopted by organizations in the UAE from the perspective of employees to retain talent in their units, thus, the talent management strategies adopted

by the organizations have been considered based on the experience of relevant HR professionals working across different organizations in the UAE (Barakandy and Bahiri, 2016). However, the previous studies conducted in the UAE to investigate talent management in various sectors were in the aluminum industry, the oil and gas industry in Abu Dhabi and real estate are different, and perhaps the most important thing that makes the study of talent management practices in the public sector in the Emirates different is the nature of the services they provide and their importance in determining The level of general administrative performance in the government sector in the Emirates, not to mention that so far, little research has been conducted to examine the impact of talent management on improving employee performance in light of the mediating effect of administrative efficiency in public sector organizations in the Emirates. Constructive works to improve its general performance and the performance of its employees in a more specific way, since human capital in the government sector and the rest of the sectors is considered the most important thing owned by the state, and it is the main resource that must be given attention to develop its capabilities and develop its performance to advance the reality of its employees, which leads to improving administrative performance For the ruling apparatus in general (Al-Hammadi, 2019).

The UAE in both private and public sectors, many organization's implemented unique plans to meet their talent needs of the future and sustain challenge in the UAE markets to improve talent management within businesses leads to critical growth in the performance of the business and shifting from local to the international market (Dirani et al., 2018). The growth of the UAE government has increasingly encouraged organizations to implement talent management in order to respond to the growing level

of Emiratization therefore, various public organizations have made large investments to train their employees to achieve their talent needs (Alketbi, 2020). The people of the UAE that the main priorities of its rulers have been the preservation of political stability, economic development and the provision of social welfare (Heydemann, 2020).

Although there is a surge in research on talent management and talent development (hence forward TMD) practices across different regions, most of what we know about these topics in the United Arab Emirates (UAE) is based on government and practitioners' reports (Dirani et al., 2018). Nowadays, UAE is going through unprecedented times of growth and organizations are operating in a diverse environment created by a smart government vision and practical policies that allowed the UAE to be labeled as a talent magnet destination (Iftikhar et al., 2019). Still, TMD activities seem to be influenced by a two-tier system, one for Emirati nationals and another for expatriates. The question is whether the UAE is able to continue its growth through current TMD practices or whether a more strategic approach is needed to address the current TMD challenges and to meet the needs of individuals and of organizations. The term talent became popular among organizational leaders and scholars in the late nineties and has traditionally focused on talent management and focus on talent development increasingly became a popular topic in human resource development in UAE (Al Awadhi, 2018).

Talent development represents an important component of the overall talent management process in UAE and the popularity among practitioners and scholars, both terms are still ambiguous, lack a clear definition, and lack clear boundaries and scope

(Alnaqbi, 2011). In view of the importance of develop organizations, there are many studies on the talent management, employee retention and leadership on the world (Al Hammadi & Noor, 2020). There is many research done on talent management and employee retention on different sectors as well as the relationship between talent management and employee retention, but some study is not have moderating leadership (Tian et al., 2020).

The official authorities in the Emirates have started to rely on innovative and non-traditional methods and tools to attract, attract and maintain talent, especially leadership ones, in order to keep pace with the times and reach the largest segment of talent. Competitiveness in various fields, and the UAE and the government sector in it in particular face many problems that need to be addressed, including, but not limited to, the selection process for competencies and talents, focusing on equal opportunities and development available for both sexes through talent management practices, providing the necessary employees In the various sectors, especially the government sector, to achieve their practical ambitions, providing opportunities for those with long experience who represent leadership competencies from the reality of experience and knowledge. and development, and the UAE has used comparisons with the UAE in this field Experience, practices and applications in the field of talent management and attracting distinguished competencies from regional and global leaders. Perhaps this represents the problems that must be addressed in talent management practices through the use of the impact of leadership efficiency on the relationship with improving the performance of employees in the UAE public sector institutions (The Guide of Attracting and Retaining Employees UAE, 2021).

In addition, in the UAE have many research done in develop talent management such us on public sector in Abu Dhabi Police and talent management and leadership being adopted by manager's focus on ensuring organizational commitment of employee (Al Aina & Atan, 2020). The talent management is mainly originated from performing, now it has eventually become powerful strategic force found in businesses, hospitals and UAE government units (Al Hammadi & Noor, 2020). According to the Dirani et al (2018), pointed out that after boom identified in UAE in public and private sectors, many firms have initiated plans for meeting their talent needs of future so as to sustain in UAE and retaining talents in UAE government sector has been a major challenge for long time. The benefits of implemented talent management strategy in UAE mainly include recruitment and retention rates (Al Hammadi & Noor, 2020).

## **2.8 Underpinning Theories**

The underpinning theories with supporting arguments, such as theory includes resource-based view theory has different antecedents of employee performance which is beyond the knowledge matters and can be covered as resources of the organization that includes processes, competences, technology.

### **2.8.1 Resource Based View Theory**

The resource-based view (RBV) theory is where the outsourcing decision is based on the client company's abilities to invest in internal capabilities and thus sustain competitive advantage (Srivastava et al., 2001). The RBV possessed by a firm is the primary determinant of its performance and may contribute to a sustainable competitive advantage of the firm (Brahma & Chakraborty, 2011). In the early stage of the RBV, the main concern was to identify the characteristics of resources that are

not subject to imitation by competitors but if the resources possessed by a firm can easily be replicated by competitors and even though the resources are the source of competitive advantage of the firm, then the advantage will not last long (Priem & Butler, 2001).

Productive activity requires the cooperation and coordination of teams of resources (Grant, 1991). The firm capability is the capacity for a team of resources to perform some task or activity and conclude that the firm's resources are the source of a firm's capabilities, which are the main source of its competitive advantage (Majau, 2019). Cooperation and coordination of teams of resources is required in any productive function or operation in any firm (Umble et al., 2003). The organization resources are the source of organization capabilities where firm capability is the capacity for a team of human resources to undertake some task or activity (Wright et al., 1994). The defines organization capabilities as the main source of its competitive advantage among other organization either in the same function or share same market niche (Lei et al., 1999).

In this strategic RBV theory according to, an organization is viewed as a collection of physical and intangible resources that enable it to compete with other organizations (Madhani, 2010). To provide sustained competitive advantage, a resource must have four qualities and RBV compose them as heterogeneous resources, and can be classed as valuable, rare, In Imitable, and Non-Substitutable (Sanchez, 2008). The acknowledge an organization that possesses and exploits its capabilities says that will certainly achieve sustainable competitive advantage and above-average performance (Smart & Wolfe, 2000). The strategy as possible solution to outperforming competitors

or reduce own weaknesses this can be achieved by having a resource that must enable an organization to employ both factors (Mweru & Maina, 2016). The study that certain resources may have the potential to create valuable services, the value of these services will remain latent until the organization has the capabilities needed to deploy them (Cardeal & Antonio, 2012).

The ability to leverage distinctive internal and external competencies relative to environmental situations ultimately affects the performance of the business and concept of valuable is an ambiguous criterion to measure the competitive advantage of an organization (Kessler et al., 2000). Whether the resource is valuable or not should be measured by its profitability, and thus it ought to take the form of an economic asset regardless of how tangible or intangible it is (Bond et al., 2000). The recommend management of relationship with external entities and accessing its key resources in a way that span those boundaries of the organization as a way of sustaining competitive advantage (Srivastava et al., 2001).

This is essential because the major constructs (i.e., talent management practices and leadership competencies) are the internal capabilities of a firm. Besides, RBV focuses primarily on the internal aspect of the firm. Hence, the RBV theory is a complementary theory to the industrial organization view which places the determinants of employee performance at the industry level (Kraaijenbrink et al., 2010). Therefore, talent management practices and leadership competencies can be viewed as resources that have an important effect on the ability of a firm to acquire an employee performance (AlShehhi et al., 2021; Iskanto et al., 2021).

## **2.9 Conceptual Framework**

This particular study proposed a model of talent management practices (realistic job preview, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training and development) to employee performance, while leadership competencies as mediation. Figure 2.1 shows the conceptual framework of this study.

## **2.10 Hypotheses Development**

Realistic job preview, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, and training and development are the six main independent variables in this model. There is also one mediator and one dependent variable. By assessing the effect of talent management methods on employee performance, this model aims to explain the variation in employee performance. Many researchers believe that leadership competencies would have made a good mediator in such a model (Cumberland et al., 2016; Dirani et al., 2020; Mau, 2017; Norzailan, Othman, et al., 2016; Podgórska & Pichlak, 2019; Seidel et al., 2017; Simmons et al., 2020).

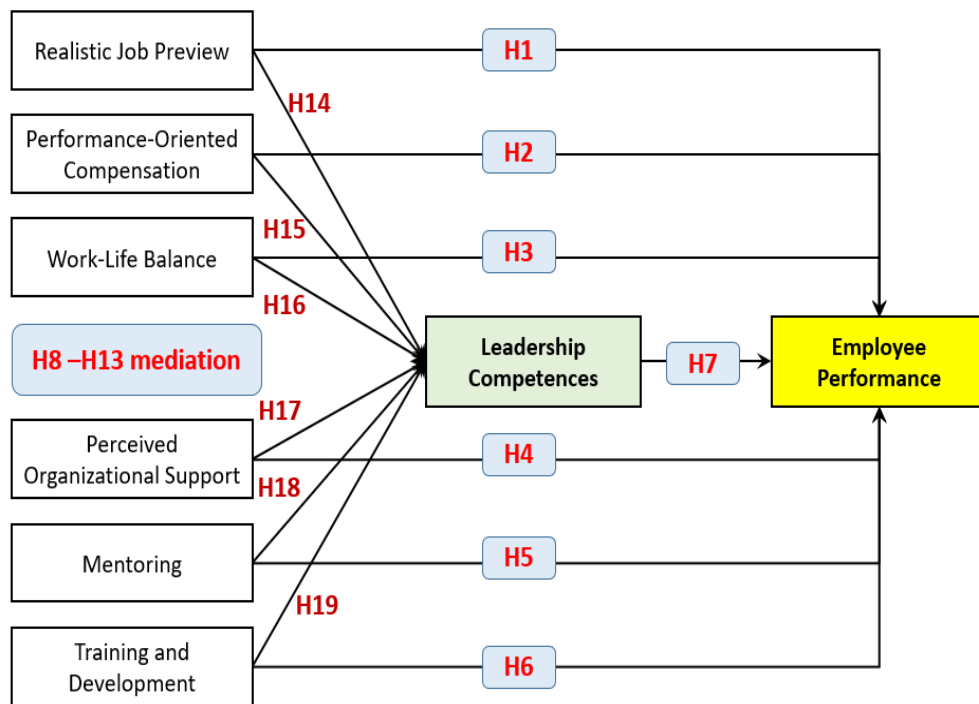


Figure 2. 1 Conceptual Framework

### 2.10.1 Realistic Job Preview and Employee Performance

Realistic job preview 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 realistic job preview they found out that realistic job preview has a positive impact in increasing employee performance (Al Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018). Realistic job preview 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 realistic job preview on employee performance 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).

- Hypothesis 1: Realistic Job Preview has a significant relationship with Employee Performance in the Government Organizations in the UAE.

### **2.10.2 Performance-Oriented Compensation and Employee Performance.**

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 employee performance (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 employee performance 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).

- Hypothesis 2: Performance-Oriented Compensation has a significant relationship with Employee Performance in the Government Organizations in the UAE.

### **2.10.3 Work-Life Balance and Employee Performance**

It may be challenging to achieve the optimum work-life balance, 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). Work-life balance 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;). Work-life balance 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 work-life balance on employee performance 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; Cocul'ová, 2020; Collings et al., 2019; DP et al., 2020).

- Hypothesis 3: Work-Life Balance has a significant relationship with Employee Performance in the Government Organizations in the UAE.

### **2.10.4 Perceived Organizational Support and Employee Performance**

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 (Claus, 2019; Matata, 2017). Some researchers that have researched perceived organizational support they found out that perceived organizational support has a positive impact on increasing employee performance (AGARWAL, 2018; Damarasri & Ahman, 2020). Perceived organizational support 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 perceived organizational support on employee performance 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).

- Hypothesis 4: Perceived Organizational Support has a significant relationship with Employee Performance in the Government Organizations in the UAE.

### **2.10.5 Mentoring and Employee Performance**

Mentorship 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 mentoring they found out that mentoring has a positive impact in increasing employee performance (Jing & E, 2003; Masri & Abubakr, 2019; Meyers, 2020; Salau et al., 2018; Sinha et al., 2016; SOPIAH et al., 2020). Mentoring 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 mentoring on employee performance 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).

- Hypothesis 5: Mentoring has a significant relationship with Employee Performance in the Government Organizations in the UAE.

#### **2.10.6 Training and Development and Employee Performance**

Enhancing organizational effectiveness includes developing teams, people, and groups within it (Nguyen & Watanabe, 2017; Zeyada, 2018). Some researchers that have researched training and development they found out that training and development has a positive impact in increasing employee performance (Chong et al., 2018; Dubey et al., 2017; Hoque, 2018; Nguyen & Watanabe, 2017; Santos & Gonçalves, 2018; Zeyada, 2018). Training and development 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 training and development on employee performance 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).

- Hypothesis 6: Training and Development has a significant relationship with Employee Performance in the Government Organizations in the UAE.

#### **2.10.7 Realistic Job Preview and Leadership Competencies.**

Realistic job preview 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 (Bayanova et al., 2019; Lee & Jang, 2020). Some researchers that have researched training and development they found out that training and development has

a positive impact in increasing leadership competencies (Ax & Greve, 2017; Bayanova et al., 2019; Gochhayat et al., 2017; Lee & Jang, 2020; Pietersen, 2017; Shao, 2019). Training and development are leading to a growing of better employees competencies, including leadership competencies (Harrison & Bazy, 2017; Schmiedel et al., 2019; SHKUNOVA et al., 2017). Based on that, the researcher is expecting the significant impact of training and development on leadership competencies in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Abdi et al., 2018; Ahmady et al., 2016; Alas & Mousa, 2016; Chatterjee et al., 2018; Harrison & Bazy, 2017; Jogaratnam, 2017).

- Hypothesis 7: Realistic Job Preview has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

#### **2.10.8 Performance-Oriented Compensation and Leadership Competencies.**

Performance-based payment (PBC) is a system for gratifying workers economically, beyond their regular wages (Ahmed & Philbin, 2020; Seidel et al., 2017). 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 (Dirani et al., 2020; Shum et al., 2018). Some researchers that have researched performance-based payment (PBC) they found out that performance-based payment (PBC) has a positive impact in increasing leadership competencies (Ahmed & Philbin, 2020; Mau, 2017; Mendenhall et al., 2017; Podgórska & Pichlak, 2019). Performance-based payment (PBC) is leading to greater motivation for the employees to work on themselves better and this will improve their competencies including leadership competencies (Andriukaitienė et al., 2017; Cumberland et al., 2016). Based on that the researcher is expecting the significant impact of performance-based payment (PBC)

on leadership competencies in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Al Awadhi, 2018; Andriukaitienė et al., 2017; Cumberland et al., 2016; Neri & Wilkins, 2019; Pareek, 2018).

- Hypothesis 8: Performance-Oriented Compensation has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

#### **2.10.9 Work-Life Balance and Leadership Competencies.**

The amount of time you spend working relative to the amount of time you spend with your family and doing activities you enjoy is known as your work-life balance: Getting the greatest work-life balance may be challenging (Kaleem, 2019; Naim & Lenka, 2017). Work-life balance has been linked to an improvement in leadership skills, according to some researchers (Bhatia & Baruah, 2020; Botjani & Slana, 2018; Chaudhuri et al., 2018; Froese et al., 2020; Pooranee et al., 2020; Rawashdeh, 2018). A more contented worker who is eager to learn new skills and competencies, including leadership competencies, is the result of work-life balance. Based on that, the researcher anticipates a significant impact of work-life balance on leadership competencies in UAE government organizations. This theory is similar to and consistent with those in other studies (Lawler, 2017; Ochieng'Ojwang, 2019; Presbitero, 2017; YAU, 2020).

- Hypothesis 9: Work-Life Balance has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

#### **2.10.10 Perceived Organizational Support and Leadership Competencies.**

Employee perception of organizational support measures how much they feel their employer values their contributions, is concerned for their welfare, and meets their socioemotional needs (Alzbaidi, 2020; Mahlahla et al., 2020). Some researchers that have researched perceived organizational support they found out that perceived organizational support has a positive impact in increasing leadership competencies (Alias et al., 2016; Dadheech, n.d.; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020; Sabuncu & Karacay, 2016). Perceived organizational support will help the employees to develop themselves, which will affect their competences (Khan, 2019; WMTNK & Dilanthi, n.d.). Based on that, the researcher is expecting the significant impact of perceived organizational support on leadership competencies in the government organizations in the UAE. This hypothesis is the same and aligned with other hypotheses in others studies (Barkhuizen et al., 2017; Cocuľová, 2020; Khan, 2019; Sabuncu & Karacay, 2016; Sigilai, 2019).

- Hypothesis 10: Perceived Organizational Support has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

#### **2.10.11 Mentoring and Leadership Competencies.**

Mentorship is a connection in which a more educated person assists to help much less experienced or much less educated person (Collings et al., 2019). The advisor may be older or more youthful than the individual being mentored; however, they should have a specific area of competence (bin Abdul Hamid et al., 2020; DP et al., 2020). Some researchers that have researched mentoring they found out that mentoring has a positive impact in increasing leadership competencies (AGARWAL, 2018; Claus, 2019; Damarasri & Ahman, 2020; Kavoo, 2018; Matata, 2017; Mensah, 2019).

Mentoring will help to make sure that training is going as planned, and the employees will gain more competences (Al Aina & Atan, 2020; Krishnan et al., 2020). Based on that, the researcher is expecting the significant impact of mentoring on leadership competencies in government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020).

- Hypothesis 11: Mentoring has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

#### **2.10.12 Training and Development and Leadership Competencies.**

Enhancing organizational effectiveness includes developing teams, people, and groups within it (Chandrasekara & Weerasooriya, 2020; Ramli et al., 2018). Some scholars that studied training and development discovered that it positively affects the development of leadership abilities (Johennesse & Chou, 2017; Masri & Abubakr, 2019; Meyers, 2020; Ramli et al., 2018; Salau et al., 2018). Training and development will ensure that training is carried out as intended and that employees are developing their skills. Based on it, the researcher anticipates that training and development will have a substantial influence on leadership competencies in UAE government organizations. This theory is similar to and consistent with other theories found in previous investigations (Ahmetoglu et al., 2018; Altay et al., 2018; Jing & E, 2003; Meng & Berger, 2019; Pawirosumarto et al., 2017; Sinha et al., 2016).

Hypothesis 12: Training and Development has a significant relationship with Leadership Competencies in the Government Organizations in the UAE.

### **2.10.13 Leadership Competences and Employee Performance**

Employee performance is specified as to how an employee meets their job duties and implements their needed jobs (Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017). It refers to the efficiency, top quality, and efficiency of their outcome (Dubey et al., 2017; Zeyada, 2018). Efficiency likewise adds to our evaluation of how beneficial an employee is to the organization (Hoque, 2018; Santos & Gonçalves, 2018). On the other hand, leadership competencies are management abilities and habits that contribute to remarkable efficiency (Chong et al., 2018; Shao, 2019). By using a competency-based method to management, organizations can much better recognize and establish their next generation of leaders (Ax & Greve, 2017; Gochhayat et al., 2017). A focus on leadership proficiencies and ability advancement promote better management (Lee & Jang, 2020; Pietersen, 2017). Some researchers that have researched leadership competencies they found out that leadership competencies have a positive impact in increasing employee performance (Altay et al., 2018; Chong et al., 2018; Ebrahim, 2020; Gochhayat et al., 2017; Krishnan et al., 2020; Meyers, 2020; Naranjo-Valencia et al., 2017; Pawirosumarto et al., 2017; Pietersen, 2017; Santos & Gonçalves, 2018; SOPIAH et al., 2020). Leadership competencies is making the employees more qualified to do their jobs as assigned (AGARWAL, 2018; Mensah, 2019). Based on that the researcher is expecting significant impact of leadership competencies on employee performance in the government organizations in the UAE. This hypothesis is same and aligned with other hypotheses in others studies (Al Aina & Atan, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020; Mensah, 2019).

- Hypothesis 13: Leadership Competencies has a significant relationship with Employee Performance n the Government Organizations in the UAE.

#### **2.10.14 Leadership Competencies as a Mediator**

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and a practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to more effectively identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). A emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by a focus on developing leadership qualities and skills (Bruns et al., 2017; A. Hussain & Ashcroft, 2020). However, depending on the exact leadership level in the business, the abilities required for a certain role may alter. Organizations may identify which occupations at which levels require particular abilities by employing a competency-based approach (R Martin et al., 2016; Shaikh et al., 2018). Some crucial leadership skills have been identified by researchers at the Center for Creative Leadership as being universal across enterprises (Irtaimeh, 2018; Veenema et al., 2017).

Competencies for leading the organization, leading oneself, and leading others in the organization are divided up into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the knowledge that the individual possesses and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing a candidate's current

competences to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018). According to the 2008 SHRM report, *Changing Leadership Tactics*, the knowledge economy's and globalization's increased competitiveness would undoubtedly result in significant changes to an organization's management strategies (Akdere et al., 2019; Seemiller, 2018).

Researchers concur that given the next service environment trends, the most important management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017). It is actually important to examine the primary service fads of the future since proficiencies must be led by future organizational method (Meerits & Kivipld, 2020; Norzailan, Othman, et al., 2016). The Center for Creative Leadership (CCL) identified a few business trends that will affect the management competencies necessary to maintain a company in the future. Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models that represent the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

According to research, a company's share price will rise when investors believe in its leadership abilities (Ahmed & Philbin, 2020; Dirani et al., 2020). Organizations acquire a competitive edge by developing a distinctive leadership brand via leadership

capabilities that create results for stakeholders (Seidel et al., 2017; Simmons et al., 2020). Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership qualities will have a considerable positive mediating influence on the link between this study's independent factors and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020). And this hypothesis is consistent and compatible with another hypothesis in other studies (Auffret et al., 2017; A. Hussain & Ashcroft, 2020; Irtaimah, 2018; Kim et al., 2020; Norzailan, Yusof, et al., 2016; Salvage et al., 2019; Shaikh et al., 2018; Veenema et al., 2017; Wiewiora & Kowalkiewicz, 2019).

- Hypothesis 14: Leadership Competencies has a mediating role in the relationship between Realistic Job Preview and Employee Performance in the Government Organizations in the UAE.
- Hypothesis 15: Leadership Competencies has a mediating role in the relationship between Performance-Oriented Compensation and Employee Performance in the Government Organizations in the UAE.
- Hypothesis 16: Leadership Competencies has a mediating role in the relationship between Work-Life Balance and Employee Performance in the Government Organizations in the UAE.

- Hypothesis 17: Leadership Competencies has a mediating role in the relationship between Perceived Organizational Support and Employee Performance in the Government Organizations in the UAE.
- Hypothesis 18: Leadership Competencies has a mediating role in the relationship between Mentoring and Employee Performance in the Government Organizations in the UAE.
- Hypothesis 19: Leadership Competencies has a mediating role in the relationship between Training and Development and Employee Performance in the Government Organizations in the UAE.

### **2.11 Summary**

Employee stock options, which were introduced by some organizations to increase the affective commitment of employees towards the organization and were unheard of in the UAE, are among the quite innovative strategies the organizations have developed to increase employee engagement and make them feel like they are part of the organization in the UAE. Many organizations in the UAE's private and public sectors have implemented distinctive plans to meet their future talent needs and contend with the challenge of the local markets. Improving talent management within businesses results in crucial growth in the performance of the business and a shift from the domestic to the global market. Numerous public organizations have made significant investments to train their staff members to meet their talent needs as a result of the UAE government's growth, which has encouraged organizations to implement talent management in response to the rising level of Emiratization.

The specific research method I examined the relationship between employee performance and talent management practices (realistic job previews, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training and development). Leadership competencies served as the mediator in this study. Realistic job preview, performance-oriented remuneration, work-life balance, perceived organizational support, mentorship, and training and development are the six primary independent factors in this model. There is also one mediator and one dependent variable.

By analyzing the effect of talent management techniques on employee performance, the study's model aims to explain the variation in employee performance. According to several experts, leadership skills would have been an effective mediator in this model. The underlying theories with supporting evidence, such as the resource-based view theory and the asset specificity theory, have different antecedents of employee performance that go beyond knowledge matters and can be covered as organizational resources, including processes, competencies, and technology.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Designing research with the appropriate processes and methodology is crucial to guarantee that the specific study achieves reliability and validity (Bickman & Rog, 1998). It may be done by installing the strictest designs for data collecting from respondents and creating research that can be used to a wide range of situations. The research design is described in terms of the population, sample, sampling methods, and research process plan. The questionnaire design is presented along with the quantitative data gathering process. The process for translating the instrument, validating survey questionnaires, and creating the instrument are then described. Finally, a thorough data analysis procedure is covered based on the use of SPSS and SEM-PLS statistical software.

#### **3.2 Research Design**

A framework and plan for examining a research issue are called the research design. This study's methodology is quantitative. According to Sekaran and Bougie (2013), there are three different forms of business research: exploratory, descriptive, and causal. While descriptive research seeks to explain occurrences, problems, information, or in a systemic manner relevant to research interest,

exploratory research seeks to investigate novel topics of inquiry. In addition, the question of whether one variable will cause another to alter is investigated. Because of this study's explanatory foundation. The problem statement for this study provides the basis for the choice and use of exploratory research. Exploratory research seeks to learn more about the subject under investigation rather than provide definitive proof. Additionally, this is a project to investigate potential public sector opportunities in the UAE.

Research hypotheses are developed based on prior research regarding the relationship between leadership competencies, employee performance, and talent management methods 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.

This study is following systematic steps and following the scientific approach, in which the research deeply explores the existing knowledge to formulate an assumption concerning an identified problem or issue, then it designs an approach and methodology to provide an answer. Answers to confirm or reject proposed hypotheses are done by the numbers coming out from statistical analysis.

As seen in the research design, the study is started by identifying and exploring the research topic to collect as much information as we can to clarify the research topic. Then followed by identifying the research problem, setting up the research objectives, and research questions. The commenced three steps are fully dependent upon previous knowledge of reports and previous studies.

The main outcome of the first three steps is the proposed model that reveals the concepts and relations in between for this study. Followed by the design of the survey that will be used for collecting original data from the chosen samples. Pilot study is performed to validate the research tool. Actual data collection is performed among chosen sample of the whole population. The last phases are to analyze data and come out with conclusions.

### **3.3 Population, Sampling, and Data Collection**

#### **3.3.1 Population**

The study population includes all employees including management, supervisors, and managers who are working in all organizations or departments of Government housing in the UAE. Based on the report, the population is around 1500 employees comprising all organizations and departments of Government housing in the UAE (The United Arab Emirates' Government portal, 2024). The study respondents were selected from this population. Moreover, the survey study was conducted on full-time employees as most of the studies suggest that organizations are expected to have strong relationships with full-time employees (Price, 1997), therefore, their responses are more acceptable. Scholars also argued that due to more devotion to the organization it concentrates more on its full-time employees than contractual employees (Conway & Briner, 2002).

### 3.3.2 Sample Size

The total population is 1500 and the suitable sample size based on Morgan Kerjice formula is 306. The following Figure 3.2 shows the Morgan sampling table, and the following text box is showing the formula with assumption of 95% confidence and 5% marginal error. The Krejcie and Morgan method, introduced in 1970, is a widely used technique for determining the appropriate sample size in research studies (Rahman, 2023; Uakarn et al., 2021). This method is particularly useful when the population size is known, and the researcher aims to make accurate inferences about the population based on a representative sample. The method provides a straightforward formula for calculating the sample size, making it easier for researchers to determine the appropriate sample size for their study (Sharma et al., 2023). The formula takes into account the finite nature of the population, which is important when the population size is known (Rahman, 2023). The Krejcie and Morgan method can be used in various research settings, including quantitative studies where statistical analysis is employed (Sharma et al., 2023; Uakarn et al., 2021).

Table 3.1  
*Morgan's Sampling Table*

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

### 3.3.3 Sample Technique

All residents in this research are all employees including operational management staff, supervisors and executives who work in all departments of the housing in UAE. Purposive sampling (also known as judgmental sampling) is an effective sampling method for unique scenarios (Neuman, 2014). Purposive sampling is a non-random/non-probability sampling technique in which the researcher employs a variety of strategies to locate all possible examples in a very particular and difficult-to-reach population (Neuman, 2014; Sekaran, 2003). This sampling strategy may be the ideal choice for some situations, particularly when there is a small population that can

provide the necessary information (Sekaran, 2003). This sampling approach comprises selecting subjects who are most advantageously located or in the best position to supply the information required, as well as making special efforts to discover and acquire access to those who do have the necessary information.

The key arguments for using this strategy in this study are that purposive sampling is one of the most cost-effective and time-effective sample strategies accessible. Purposive sampling may be the only viable strategy available if the number of primary data sources contributing to the study is limited (Sekaran, 2003). There are few sources that provide data and information on personnel working in housing departments in the UAE, including the actual number of employees and the departments in which they work, as well as how many individuals each department employs. As a result, the purposive sampling approach used in this study is appropriate for achieving the study's research aims.

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 and accessibility during the time of data collection. Population 1,500 employees and target sample size 306; However, proper selection of samples is essential to ensure that participants are effective exhibitors of the population landscape. The population is distributed in different locations: Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah and Fujairah. The size of 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.

### **3.3.4 Data Collection**

The study adopts the direct collect survey technique to reach a relatively specific-target sample of municipal employees in department of housing in UAE. By using this method, the chosen locations can be covered with confidence by the researcher or his team. Evidence suggests that a direct collect method is providing a more reliable collection rate compared with online or email, but it is costly compared to other methods (Nuno & John, (2015).

In order to achieve the research aims, a cross-sectional study collects data for a specific study only once or at a single moment in time (Sekaran & Bougie, 2013). For this study, the cross-sectional survey approach was selected in order to circumvent the lengthy duration associated with longitudinal research (Sekaran & Bougie, 2016). The primary method of data collection for this study was the questionnaire. Social science research frequently uses the questionnaire technique, which entails interviewing people about particular activities (Sekaran & Bougie, 2016). Following the completion of the questionnaire, the researchers gathered details on the target businesses that would be visited in order to gather employee data. Prior to beginning the data gathering, the addresses, emails, and phone numbers were obtained.

The researcher used a self-administration strategy and distributed 378 questionnaires to the targeted respondents in each of the housing departments in the United Arab Emirates (Abu Dhabi, Dubai, Sharjah, Ajman, Umm Al Quwain, Ras Al Khaimah, and

Fujairah). In order to help with the distribution of the questionnaire to the targeted personnel, the researcher personally delivered printed copies of the questionnaires to the relevant departments. The researcher obtained formal clearance in the form of a letter in advance from Universiti Utara Malaysia to enable the official data gathering process. The researcher first sent emails to the relevant departments in order to gain permission to distribute the questionnaires to the targeted employees.

The emails include a brief overview of the study's research aims as well as a copy of the questionnaire and data collecting letter that are attached. Every department whose availability and attitude align with the study's objectives received a copy of the questionnaire from the researcher. The researcher asked assistant managers or human resource managers for help in briefing the respondents during the data collection phase. Furthermore, the investigator continued to follow up by phone calls and in-person visits to guarantee the thorough and prompt gathering of the disseminated questionnaires. There is ample time for the respondents to complete the surveys.

### **3.4 Instrument Development, Validity, and Reliability**

The level of analysis in the study is the individual level of the employees working in the housing department in UAE, and the respondents will be dealt with tools that address the opinions of the employees selected for the sample from the study community, so that each employee is selected, whether he is a manager, or a manager in the senior management of UAE housing, so that this manager has through his position what It qualifies him to answer the questionnaire questions related to leadership competency. Every employee who is selected as a sample respondent must be in an administrative position in the Housing Department in the Emirate that requires

administrative capabilities and leadership competence to perform his tasks through a position in the administration under.

The main instrument used to collect original data from sampled participants is well-structured questionnaire. However, this questionnaire must be solid, valid, reliable, asking proper questions, asking enough information, easy to use, and keep participants confidentiality. The following sections discuss the questionnaire design, items development, validity, and reliability.

### **3.4.1 Questionnaire Design**

The survey is divided into two main sections that ask for demographic information about the respondents and questions regarding personal profile information including gender, age, income, positions, qualifications and working experience. The second section is the primary one since it has five subsections, each of which is related to one of the suggested factors (as discussed in conceptual framework). Before moving on to the collection of empirical data, each variable is examined using a number of questions that were gathered and modified from earlier studies and approved for validity and reliability.

The survey instrument's validity is determined by its content, and one way to do this is to use the face validity approach, which involves judging a test's coverage of the idea it is intended to assess. It speaks about a test's openness and applicability to gathering information from the targeted responses. (Flick, 2018).

The responses to the questions about different perspectives are intended to be given on a five-point ordinal scale, with 1 denoting a strong disagreement and 5 denoting a strong agreement (extremely agree). This scale, often known as the Likert-5 scale, is mostly utilized by academics doing social science research. The "frustration level" of respondents was decreased while also improving answer quality and rate using a five-point Likert-type scale (1992, Bakaus and Mangold). The researchers most strongly advised using a five-point Likert scale since it would boost response rate and response quality while lowering patient respondents' degree of dissatisfaction. Verma, H. V., and Sachdev, S. B. (2004). The interviewer can easily read out the entire list of scale descriptors using a five-point scale. Dawes, J. G. (2008).

### 3.4.2 Questionnaire Development

The questionnaire adapted from previous studies and have the following items. Some variables may require more items to capture their complexity accurately, while others may be adequately represented by a smaller number of items. The validity of the study depends on the thoroughness of the measurement instrument used, ensuring that it effectively captures the intended constructs and provides reliable results. Table 3.1 shows the variables, items, and sources of the different items of the well-structured questionnaire.

Table 3.2  
*Questionnaire Development*

Variable	Items	Source
Mentoring	<ul style="list-style-type: none"> <li>● My mentor tells me about the trajectory of his or her career.</li> <li>● My mentor responds to my inquiries about confidence in my abilities and dedication to professional development.</li> </ul>	Younas & Bari, (2020).

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	<ul style="list-style-type: none"> <li>● My mentor offers personal stories as a different viewpoint on my issues.</li> <li>● My mentor makes precise recommendations for achieving professional goals.</li> <li>● My mentor provides me tasks that allow me the chance to develop new abilities.</li> <li>● My mentor supports me in completing my homework.</li> <li>● My mentor shows me respect for who I am as a person.</li> <li>● I admire and respect my mentor.</li> </ul>	
Employee performance	<ul style="list-style-type: none"> <li>● My company has succession plans in place and focuses on the workers' needs for advancement and growth.</li> <li>● My company provides development initiatives that have a big impact on keeping employees.</li> <li>● Training programs improve staff performance.</li> <li>● Career advancement improves worker performance.</li> <li>● Employee performance is improved through succession planning and talent identification.</li> <li>● Employee performance is improved through performance assessment systems that include feedback mechanisms.</li> <li>● Employee performance is improved by fair and open talent acquisition policies and procedures.</li> </ul>	Kaleem, (2019).
Learning/ training and Development	<ul style="list-style-type: none"> <li>● My organization has implemented suitable learning and development techniques.</li> <li>● Before doing training, my organization determines which employees need learning and development and what level of it they require.</li> </ul>	Lyria, (2015).

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- Employees in my organization are constantly learning new concepts, techniques, and methods of operation.
  - Our organization frequently uses an internal development program.
  - In this firm, coaching is provided by both external and internal practitioners.
  - We take the development of leadership abilities extremely seriously in my organization.
  - We place a high value on the development of business skills in my company because we think that it will benefit our business greatly.
  - In this company, we place a strong emphasis on developing teamwork skills.

Training And  
Development

- My company makes a deliberate effort to support employees in acquiring job-related abilities in order to enhance performance. (Knott, 2016).
- Employees acquire knowledge on their own to raise performance.
- Employees at my organization receive organized training.
- My company develops the skills of its employees and matches those skills to the demands of the business at the time.
- My company maintains a productive and vibrant staff as a consequence of career training.
- My company promotes personnel development and progress.
- My company prioritizes personal growth via learning.
- My company carries out policies for worker development.

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	<ul style="list-style-type: none"> <li>● My company fosters an environment that fosters employee creativity.</li> <li>● My company encourages employee growth in order to foster a strong organizational memory.</li> </ul>
Work Life Balance	<ul style="list-style-type: none"> <li>● My physical and mental exhaustion from work makes it tough for me to carry out my obligations at home because I have so many jobs and responsibilities at work. (Aydin, 2016).</li> <li>● I constantly put off doing the cleaning since I don't have time owing to my job.</li> <li>● My work obligations take precedence over my time with my family, and I have to reschedule our plans as a result of my obligations at work.</li> </ul>
Performance-Oriented Compensation	<ul style="list-style-type: none"> <li>● The wage you receive in relation to the assistance (contribution) you provide an rise in your yearly wage.</li> <li>● The difference between the amount you received as a promotional pay raise and your donation (performance, skills, etc.).</li> <li>● The personnel mobility allowance you received in relation to the contributions (services) you provide.</li> <li>● The amount of your personal security allowance in relation to the services (contribution) you provide.</li> <li>● The amount of your personal engagement allowance in relation to the services (contribution) you provide.</li> <li>● The government paying employee gratuities.</li> <li>● Government funding for the workers' pension plan</li> </ul>

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	<ul style="list-style-type: none"> <li>● The wage you receive in relation to the assistance (contribution) you provide an rise in your yearly wage.</li> <li>● The difference between the amount you received as a promotional pay raise and your donation (performance, skills, etc.).</li> <li>● The personnel mobility allowance you received in relation to the contributions (services) you provide.</li> <li>● The amount of your personal security allowance in relation to the services (contribution) you provide.</li> <li>● The amount of your personal engagement allowance in relation to the services (contribution) you provide.</li> <li>● The government paying employee gratuities.</li> <li>● Government funding for the workers' pension plan</li> </ul>	(Salisu 2016).
Perceived Organizational Support	<ul style="list-style-type: none"> <li>● My unit genuinely cares about my well-being and takes my aims and ideals into consideration.</li> <li>● My unit doesn't seem very concerned about me.</li> <li>● My unit would overlook a sincere error on my behalf.</li> <li>● My viewpoint matters to my unit.</li> <li>● My unit would take advantage of me if given the chance.</li> <li>● My unit is willing to assist me when I need a special favor, and help is available to me when I have a problem.</li> </ul>	
Realistic Job Preview	<ul style="list-style-type: none"> <li>● I feel that the job preview provided me with the "real story" about the position.</li> </ul>	(Atkinson, 1993).

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	<ul style="list-style-type: none"> <li>● Throughout this study, it seemed as though I was given a very realistic impression of the position.</li> <li>● I doubt I learned anything lot about the position.</li> <li>● The finest summary of the position I could have hoped for was supplied by the job preview.</li> <li>● The job preview gave me a detailed breakdown of every work need.</li> <li>● As a job applicant, all of my questions about working were addressed, and I learned a lot of new information about the job that I had never known before.</li> <li>● As a job applicant, I don't think I received the information I wanted about working</li> <li>● As a job applicant, all of the major issues that concerned me about working were addressed in the information I received.</li> </ul>	
Leadership	<ul style="list-style-type: none"> <li>● My boss has a broad perspective</li> </ul>	Ahmed et al. (2021)
Competences	<ul style="list-style-type: none"> <li>● My boss looked over and evaluated the company unit's plan.</li> <li>● My manager notices changes in the industry.</li> <li>● My manager reads and analyzes financial information and establishes financial goals.</li> <li>● My boss evaluates and enhances financial performance.</li> <li>● My Manager assigns employees to projects to hone their talents</li> <li>● My manager defines appropriate workplace behavior, confronts bias and intolerance, and serves as a role model for development.</li> </ul>	

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### 3.5 Pilot Study

In order to decrease mistakes in the final questionnaire, experts recommend doing pilot research beforehand (Bryman, 2016). Before the final version of the questionnaire was sent to gather the research's actual data, a pilot study was undertaken to pre-test, evaluate and verify the instruments. Prior to the pilot research, content validity analysis was performed on the instruments. The pilot sample comprises thirty employees from all organizations or departments of Government housing in the UAE. Based on the pilot study's findings, staff immediately picked up on the survey's framework and needed around 15 minutes to complete it. A sample size for a pilot study is traditionally smaller consisting of 15 to 30 elements, though can increase substantially depending of peculiarities (Sekaran & Bougie, 2016). The collected data for the pilot study were from 35 full-time employees working in all departments of government housing in the UAE.

Cronbach's alpha is used to assess the internal consistency of the variables and determine their reliability in this research. The analysis used a trial run to ensure its dependability before the primary test. The Cronbach's alpha tests for consistency were gathered using SPSS 23. All variables have adequate Cronbach's alpha ratings, shown in Table 3.2 and range from 0.713 to 0.861. The Cronbach's alpha for internal consistency dependability should be higher than 0.70 and lower than 0.95. Exploratory scientific investigations, however, recognize values from 0.6 and upwards (Bryman, 2016).

Cronbach's Alpha is a convenient test used to estimate stability through internal consistency when a reliable score is significant (i.e., consistent), meaning that results yield similar results when the same person repeats the questionnaire under the same

conditions. However, Cronbach's alpha has some limitations in that results with a small number of associated items tend to have lower reliability, and in addition, sample size also affects reliability results (Adeniran, 2019).

Table 3.3  
*Pilot Study Reliability Tests Results*

<b>Variables</b>	<b>Cronbach's Alpha</b>
Realistic Job Sampling	0.772
Performance-Oriented Compensation	0.762
Work-Life Balance	0.790
Perceived Organizational Support	0.813
Mentoring	0.713
Training and Development	0.815
Leadership Competencies	0.861
Employee Performance	0.824

### 3.6 Data Analysis Procedure

Statistical Package for the Social Science (SPSS) version 21 will be used to analyze the data in this study to determine its reliability and normality. Furthermore, structural equation modeling makes use of SEM-PLS. The various techniques employed in data analysis include:

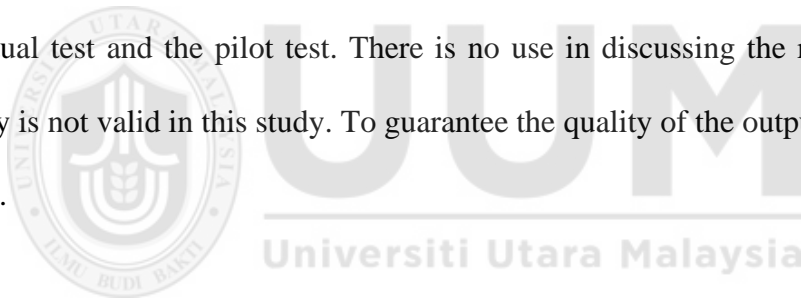
- Descriptive analysis
- Validity and reliability test
- Normality test
- Correlation analysis
- Structural Equation Modeling

- **Descriptive Analysis**

Frequency analysis and mean tests are carried out using descriptive analysis before any statistical analysis, such as correlation or multiple regressions. Because Healey (2005) found that descriptive analysis is a better instrument to accurately balance with, means test will be used to distinguish between lower level and upper level of implementation as a midpoint.

- **Validity and Reliability Test**

Testing for reliability refers to how consistently and steadily a test measures both variables using samples. The Cronbach's Alpha analysis is used to evaluate an instrument's dependability. In this study, the researcher uses a reliability test for both the actual test and the pilot test. There is no use in discussing the reliability test if validity is not valid in this study. To guarantee the quality of the output, both tests are crucial.



- **Pearson's Correlation Analysis**

According to Sekaran and Bugie (2013), Pearson's correlation should be utilized before multiple regressions. Pearson correlation can range from 0.0, which is believed to have no connection at all, to +1.0, which is seen to have perfect positive correlation. According to Joseph F. Hair, Arthur H. Money, Mike Page, and Phillip Samouel, the researcher indicates the scale.

- **Structural Equation Modeling**

The SEM is one of the best methods for a variety of reasons, including the fact that it is among the best methods currently in use and provides more lasting solutions to

analyst problems than can be obtained from numerous regressions. Hair et al. (2016) state that PLS strategy is most effective when the only goal of using structural modeling is to derive an explanation and forecast for the constructs.

Measurement model testing and structural model tests are carried out using SmartPLS software as the principal analytical tool. Tests of measurement model validity and reliability cover both the model and the dataset. The structural model tests, in which regression-based analysis is conducted using the PLS method, bootstrapping, and blindfolding, are where the key results for relationships and predictions come from.



## **CHAPTER FOUR**

### **ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

In this section, the researcher's method of data analysis and the justification for using a particular analytical technique were described. Before being loaded into the SPSS.23 data editor, the returned surveys were checked for missing information or responses that followed a straight line. These screenings follow the guidelines offered by numerous writers, such as Kumar et al. (2013). After that, the researcher verified the data didn't violate any fundamental distributional and correlational presumptions and that there weren't any outliers or missing numbers.

To better understand the demographics of the data and characterise of the sample, descriptive statistics were used. The model was evaluated in two steps using measurement and structural models, as advised by a variety of publications, including (Hair, Hult, Ringle, & Sarstedt, 2014; Henseler & Chin, 2010). The measuring model's convergent and discriminant validity, composite reliability, and average variance were all assessed. Extracted using the criteria outlined by Bagozzi and Yi (1988), Gefen, Straub, and Boudreau (2000), and Fornell and Larcker (1981).

The researcher looked at the hypothesis for both mediated and unmediated routes using the bootstrapping approach as outlined by Hair Jr. et al. (2014). The Chin (1998), Cohen (1988), Fornell and Cha (1994), and Cohen (1988) criteria of coefficient of determination ( $R^2$ ), effect sizes ( $f^2$ ), and predictive relevance ( $Q^2$ ) were used to evaluate the structural model. After that, the model's goodness of fit was assessed using the formula devised by Wetzels, Odekerken-Schröder, and Van Oppen (2009).

#### **4.2 Response Rate**

For this study, 378 questionnaires were distributed to regular employees including management, supervisors, and managers who are working in all departments of government housing in the UAE. The researcher personally delivered copies of the questionnaire to the relevant sections of the UAE government departments in charge of subsidising housing for their employees. Therefore, only 299 out of the 378 questionnaires were completed and returned.

Therefore, the final percentage is 79%. Among the 299 questionnaires received, 19 were discarded as unusable because the respondents left large portions blank. Because respondents completed all required fields, the remaining 280 surveys could be analysed. The outcome was a valid response rate of 74%. According to (Sekaran & Bougie, 2016), an acceptable survey response rate is 30%; hence the 74% response rate seen here is sufficient for analysis.

Table 4.1  
*Response Rate of the Questionnaire*

<b>Item</b>	<b>Frequency</b>	<b>Percentage %</b>
<b>Distributed questionnaire</b>	378	100
<b>Returned questionnaires</b>	299	79
<b>Unusable questionnaires</b>	19	5
<b>Useable questionnaires</b>	280	74

### **4.3 Data Preparation and Screening**

In multivariate analysis, preliminary data screening is essential since it flags issues with the study's underlying assumptions (Hair et al., 2010). Researchers can make better use of collected data with the help of early data screening. The statistical programme used to enter and code the data was version 23 of SPSS (Statistical Package for the Social Sciences). Each component's initial specs included a serial number to aid in the rapid identification of anomalies. There are names for each section of the survey. After that, the researcher labels each survey item and places it under the appropriate demographic heading.

Moreover, items pertaining to Realistic Job Preview are denoted by the letters RJP1 through RJP8; items pertaining to Performance-Oriented Compensation are denoted by the letters POC1 through POC7; items pertaining to Work-Life Balance are denoted by the letters WLB1 through WLB3; items pertaining to Perceived Organizational Support are denoted by the letters POS1 through POS6; items pertaining to Mentoring are denoted by the letters MNT1 through MNT8; items pertaining to Training and Development are denoted by the letters T&D1 through T&D10; items pertaining to Leadership Competences are denoted by the letters LC1 through LC7; items pertaining to Employee Performance are denoted by the letters EP1 through EP7.

Several analyses were performed once the data was entered and coded to check its integrity, including "missing value analysis, normality test, multicollinearity test, non-response bias, common method variance, and descriptive analysis" (Hair et al., 2010; Tabachnick & Fidel, 2007).

#### **4.3.1 Analysis of Missing Values**

The existence of missing values undermines the efficacy of any analysis technique (Hair et al., 2010). Even if missing values make up less than 10% of the overall dataset, issues may develop, according to Cohen and Cohen (1983). There were no obvious blanks in either the research variables or the demographic information.

#### **4.3.2 Normality Test**

The normality of data produces a bell-shaped curve where higher frequency scores are concentrated in the middle, and more minor frequencies are in the extremes (Gravetter & Wallnau, 2007). Most of the statistical analysis follows the normal distribution of data, primarily covariance-based structural equation modelling (Hair et al., 2007; Chin et al., 2003). In general, PLS-SEM has no assumption about the distribution of data since PLS-SEM is variance-based (Hair et al., 2014). Several studies traditionally assume that PLS-SEM can accurately estimate a model with highly nonnormal data (Reinartz et al., 2009; Wetzels, Odekerken-Schroder & Van Oppen, 2009; Cassel, Hackl & Westlund, 1999).

Nonetheless, the traditional assumption about PLS-SEM to deal with non-normal data became a matter of question. Hair et al. (2007) opine that the distribution of data is essential to assess the inferential statistics, although Lohmöller (1989) is reluctant to

perform normality tests. Recently, Hair et al. (2012) suggested performing a normality test of the dataset since highly skewed or kurtosis data can inflate the estimates of standard error obtained from the bootstrapping (Chernick, 2008), which consequentially can underestimate the statistical significance of path coefficients (Dijkstra & Henseler, Ringle & Saestedt, 2015; Ringle, Sarstedt & Straub, 2012; Dijkstra, 1983).

According to Tabachnick and Fidell (2007), the test of data normality should include graphics and statistical calculations, such as probability plots (Q-Q Plot), scattered plots, Kolmogorov-Smirnov and Shapiro-Wilks test, assessing of Skewness and Kurtosis. Hair et al. (2014) suggest examining skewness and kurtosis for the normality test rather than Kolmogorov Smirnov and Shapiro-Wilks test as these tests produce limited guidelines on whether the data is too far from normally distributed data. Moreover, skewness and kurtosis are preferred for normality testing due to their simplicity, robustness, and ability to provide a clear understanding of the shape of the data distribution, making them valuable tools in assessing normality.

Moreover, Field (2009) opines that when the sample size is 200 or more, the shape of graphical data distribution should be considered than the value of skewness and kurtosis because a large sample size reduces the standard error, thus inflating the statistics of skewness and kurtosis. The skewness and kurtosis statistics are within  $\pm 1.0$ , or the z-value remains within the limit of  $\pm 2.58$ , meaning that the data set is normally distributed (Hair et al., 2007). Skewness is lower than 1.5, and kurtosis is lower than 3.0, indicating that the data are mildly average (Kim, 2012). When

skewness or kurtosis is divided by the standard error, thus obtained z-value (Pallant, 2011).

Table 4.2  
*Skewness and Kurtosis Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
RJP	280	1.00	5.00	3.711	0.837	0.283	0.297
POC	280	1.00	5.00	3.573	0.649	0.317	0.323
WLB	280	1.00	5.00	3.294	0.868	0.223	0.324
POS	280	1.00	5.00	3.223	0.797	0.512	0.174
MNT	280	1.00	5.00	3.385	0.635	-0.429	-0.142
T&D	280	1.00	5.00	3.741	0.885	0.104	-0.131
LC	280	1.00	5.00	3.439	0.734	0.172	0.251
EP	280	1.00	5.00	3.817	0.898	-0.323	-0.256

**Note:** RJP: Realistic Job Preview, POC: Performance-Oriented Compensation, WLB: Work-Life Balance, POS: Perceived Organizational Support, MNT: Mentoring, and T&D: Training and Development.

#### 4.3.3 Multicollinearity Test

The term "multicollinearity" refers to a significant correlation between two or more exogenous latent components in a multiple regression model (Sekeran & Bougie, 2013; Hair et al., 2010). Multicollinearity among the exogenous latent components may significantly skew estimates of regression coefficients and the statistical significance of the exogenous constructs (Cooper & Schindler, 2011; Hair et al., 2006; Chatterjee & Yilmaz, 1992). In addition, multicollinearity reduces the path coefficient (beta) value while raising the standard error, reducing the statistical significance by lowering the t-value (Hair et al., 2007; Field, 2009; Tabachnick & Fidell, 2007).

The expected perfect situation is that exogenous and endogenous constructs would have a high linear correlation while a low relationship is predicted among exogenous latent constructs. In the analysis of multiple regression models like SEM analysis, the exogenous constructs are assumed not to be correlated since the higher the correlation among independent variables (multicollinearity), the lower the relationship between independent and dependent variables. Consequently, the influence of predictor variables on the outcome variable(s) is difficult to explain due to multicollinearity (Field, 2009; Hair et al., 2010). Therefore, multicollinearity is tested as it adversely impacts the results of the study and conclusion.

Exogenous constructs like the correlation matrix and the variance inflation factor (VIF), and tolerance value evaluation are often utilised in research to discover multicollinearity (Peng & Lai, 2012; Chatterjee & Yilmaz, 1992). Both approaches were used in this investigation to identify multicollinearity among the exogenous latent variables.

To begin, the correlation matrix evaluates the level of coherence between the two predictor variables (Hair et al., 2010; Tabachnick & Fidell, 2007). Multicollinearity is predicted when the correlation between two exogenous variables is more significant than 0.90. There is no multicollinearity among the exogenous latent constructs, as seen in Table 4.3.

Additionally, multicollinearity is identified by VIF and tolerance value analysis. Significant multicollinearity was present if the tolerance or VIF values were less than 0.10 or more than 10.0, respectively (Hair et al., 2010; Amoroso & Cheney, 1991).

Tolerance values >0.20 and VIF values 5.0, indicating no multicollinearity across the exogenous latent components, are also recommended by Hair et al. (2011). The tolerance and VIF value of exogenous constructs for multicollinearity analysis are shown in Table 4.4.

Table 4.3  
*Correlation Matrix*

		S&S	T&D	PA	COM P	EMP O	CD	TM	SP
<b>RJP</b>	Pearson	1							
	Correlatio								
	n Sig. (1-								
	tailed)								
<b>POC</b>	Pearson	.182*	1						
	Correlatio	*							
	n Sig. (1-								
	tailed)								
<b>WL B</b>	Pearson	.352*	.544*	1					
	Correlatio	*	*						
	n Sig. (1-								
	tailed)								
<b>POS</b>	Pearson	.195*	.187*	.253*	1				
	Correlatio	*	*	*					
	n Sig. (1-								
	tailed)								
<b>MN T</b>	Pearson	.314*	.134*	.168*	.572**	1			
	Correlatio	*		*					
	n Sig. (1-								
	tailed)								
<b>T&amp; D</b>	Pearson	.255*	.177*	.243*	.233**	.369**	1		
	Correlatio	*	*	*					
	n Sig. (1-								
	tailed)								
<b>LC</b>	Pearson	.197*	.243*	.216*	.117*	.158**	.159*	1	
	Correlatio	*	*	*			*		
	n Sig. (1-								
	tailed)								

<b>EP</b>	Pearson	.293*	.119*	.146*	.374**	.768**	.425*	.116	<b>1</b>
	Correlation Sig. (1-tailed)	*		*			*	*	
	N	280	280	280	280	280	280	280	<b>280</b>

\*\* Correlation is significant at the 0.01 level (01-tailed)

Table 4.4  
*Regression Analysis*

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. error	Beta	t	Sig.	Tolerance	VIF
Model								
1	(constant)	2.379	0.267			0.000	0.667	1.466
	LC	1.282	0.112	0.162	4.943	0.000	0.677	1.524
	RJP	0.943	0.110	0.084	5.893	0.000	0.646	1.598
	POC	1.831	0.083	0.109	7.101	0.000	0.342	3.089
	WLB	2.395	0.181	0.105	5.743	0.000	0.801	1.272
	POS	3.756	0.092	0.113	4.911	0.000	0.936	1.090
	MNT	2.585	0.182	0.102	6.543	0.000	0.421	2.492
	T&D	2.767	0.391	0.083	7.093	0.000	0.582	3.281

a. Dependent Variable: SP

#### 4.4 Descriptive Statistical Analysis

Table 4.5 summarises the distribution of samples on demographic characteristics (N=280). The majority (59.2%) of the respondents were male. In terms of age group majority (38.9%) of the respondents were aged between 25-39 years. Moreover, in the case of income, those earning between 3000 and 4000 dollars make up 42.3 percent of the total. While the positions of the respondents demonstrated that the majority are Operators at 35.2%. Additionally, as far as the qualifications or education level of the employees is concerned it can be seen that the majority (24.2%) of respondents have a High School of Education. Moreover, the working experience frequencies of the

respondents indicate that the majority have working experience of 10 years and above at 35.2%.

Table 4.5  
*Demographic Analysis*

Demographic	Categories	Frequency	Percentage
<b>Gender</b>	Male	166	59.2
	Female	114	40.8
	Total	280	100
<b>Age</b>	18-24	44	15.6
	25-39	108	38.9
	40-49	98	34.9
	Over 50 years old	30	10.6
	Total	280	100
<b>Income</b>	Less than 3000 \$	12	4.4
	3000-4000 \$	119	42.3
	4001-6000 \$	85	30.2
	6001-8000 \$	47	16.9
	More than 8000 \$	17	6.2
	Total	280	100
<b>Position</b>	Manager	43	<b>15.2</b>
	Professional	30	<b>10.8</b>
	Technicians	79	<b>28.3</b>
	Operators	99	<b>35.2</b>
	Regular Staff	29	<b>10.5</b>
	Total	280	100
<b>Education</b>	PHD	6	2.1
	Master	54	19.3
	Bachelor	60	21.6
	Higher diploma	48	17.3
	Diploma	43	15.5
	High school	69	24.2
	Total	280	100
<b>Experience</b>	1-2	40	14.3
	3-5	64	22.8
	6-10	78	27.7
	More than 10 years	98	35.2
Total		280	100

#### **4.5 Evaluation of PLS-SEM Result**

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.

All of the data has been culled from previously published sources, as mentioned in Chapter 3. This research evaluates the credibility and accuracy of idea measurement instruments. The outer model suggests that the research variables are unidimensional in a factor analysis setting. The structural models have been assessed, and the relationship between the latent variables has been explored, after the reliability and validity of the measures employed in this research have been verified.

After measuring the normality of the data, the subsequent stage has been evaluating the outer and inner models (Vinzi, Chin, Henseler, & Wang, 2010; Hair, Ringle, & Sarstedt, 2013). In this study, PLS-SEM has been applied to assess the outer model and inner models. Afterwards, using PLS-SEM, the direct and mediating effects were analyzed. Smart PLS 3.0 was used to measure the linkages between the constructs in the theoretical models (Sarstedt, M.Ringle, Smith, Reams, & F.HairJr, 2014).

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 (realistic job sampling, performance-oriented remuneration, work-life balance, perceived organizational support, mentorship, training, and development) and mediating variable (leadership competencies) whereas, the endogenous variable in this research is the dependent variable (employee performance).

#### **4.6 Assessment of Measurement Model (Outer Model)**

The variance-based technique to SEM is known as partial least squares (PLS). Ringle, Wende, and Will (2005) advised that PLS-SEM be used to assess the study's theoretical model. A PLS-SEM evaluates measurement and the structural model in two ways. For determining the model's validity and reliability, two methodologies (formative and reflective measurement) are used.

The reflecting measurements are depicted first by arrows pointing from the construct to the indicators. While the formative measure is calculated by the outer weights of the arrows pointing from the observed variable to the constructs. Furthermore, all of the indicators in this study are reflective measures. As a consequence of Henseler et al. (2009)'s advice, the analysis of this research followed a two-step method to get adequate findings from the PLS-SEM route modelling technique. Henseler et al. (2009) propose two stages procedures: measurement and the structural model.

#### 4.6.1 Indicator Reliability

To estimate the loading of the indicators, cross-loadings, composite reliability, and AVE, the standard PLS algorithm (Figure 4.1) in Smart PLS software 3.0 was employed (Ringle et al., 2015).

Typically, the loading value for an item should be higher than 0.70. (Hair, Ringle, & Sarstedt, 2011; Henseler et al., 2009). However, Hulland (1999) proposed a threshold of 0.4; any indication with outer loading less than 0.4 should be eliminated from the measurement model.

Likewise, Hair et al. (2014) posited that “indicators with outer loadings between 0.40 and 0.70 should be considered for removal from the scale only when deleting the indicator leads to an increase in the composite reliability or the average variance extracted above the suggested threshold value” (p. 103).

Table 4.6  
*Indicators Outer Loadings (Before deletion)*

<b>Latent Constructs</b>	<b>Indicators</b>	<b>Standardized Loadings</b>
	RJP1	<b>0.767</b>
	RJP 2	<b>0.712</b>
	RJP 3	<b>0.698</b>
	RJP 4	<b>0.811</b>
	RJP 5	<b>0.821</b>
<b>Realistic Job Sampling</b>		
	RJP6	<b>0.865</b>
	RJP7	<b>0.727</b>
	RJP8	<b>0.767</b>
	POC1	<b>0.884</b>
	POC2	<b>0.773</b>
	POC3	<b>0.341</b>

<b>Performance-Oriented Compensation</b>	POC4	<b>0.748</b>
	POC5	<b>0.771</b>
	POC6	<b>0.670</b>
	POC7	<b>0.787</b>
<b>Work-Life Balance</b>	WLB1	<b>0.925</b>
	WLB2	<b>0.897</b>
	WLB3	<b>0.833</b>
<b>Perceived Organizational Support</b>	POS1	<b>0.780</b>
	POS2	<b>0.319</b>
	POS3	<b>0.728</b>
	POS4	<b>0.451</b>
	POS5	<b>0.411</b>
	POS6	<b>0.523</b>
<b>Mentoring</b>	MNT1	<b>0.585</b>
	MNT2	<b>0.410</b>
	MNT3	<b>0.785</b>
	MNT4	<b>0.589</b>
	MNT5	<b>0.664</b>
	MNT6	<b>0.373</b>
	MNT7	<b>0.661</b>
	MNT8	<b>0.707</b>
<b>Training and Development</b>	T&D1	<b>0.337</b>
	T&D2	<b>0.633</b>
	T&D3	<b>0.615</b>
	T&D4	<b>0.268</b>
	T&D5	<b>0.510</b>
	T&D6	<b>0.624</b>
	T&D7	<b>0.831</b>
	T&D8	<b>0.757</b>
	T&D9	<b>0.611</b>
	T&D10	<b>0.469</b>
	LC1	<b>0.675</b>
	LC2	<b>0.529</b>
	LC3	<b>0.610</b>

<b>Leadership Competencies</b>	LC4	<b>0.640</b>
	LC5	<b>0.661</b>
	LC6	<b>0.628</b>
	LC7	<b>0.672</b>
<b>Employee Performance</b>	EP1	<b>0.683</b>
	EP2	<b>0.564</b>
	EP3	<b>0.828</b>
	EP4	<b>0.802</b>
	EP5	<b>0.704</b>
	EP6	<b>0.782</b>
	EP7	<b>0.739</b>

The PLS-SEM path model with outside loadings before deletion is shown in Figure 4.1.

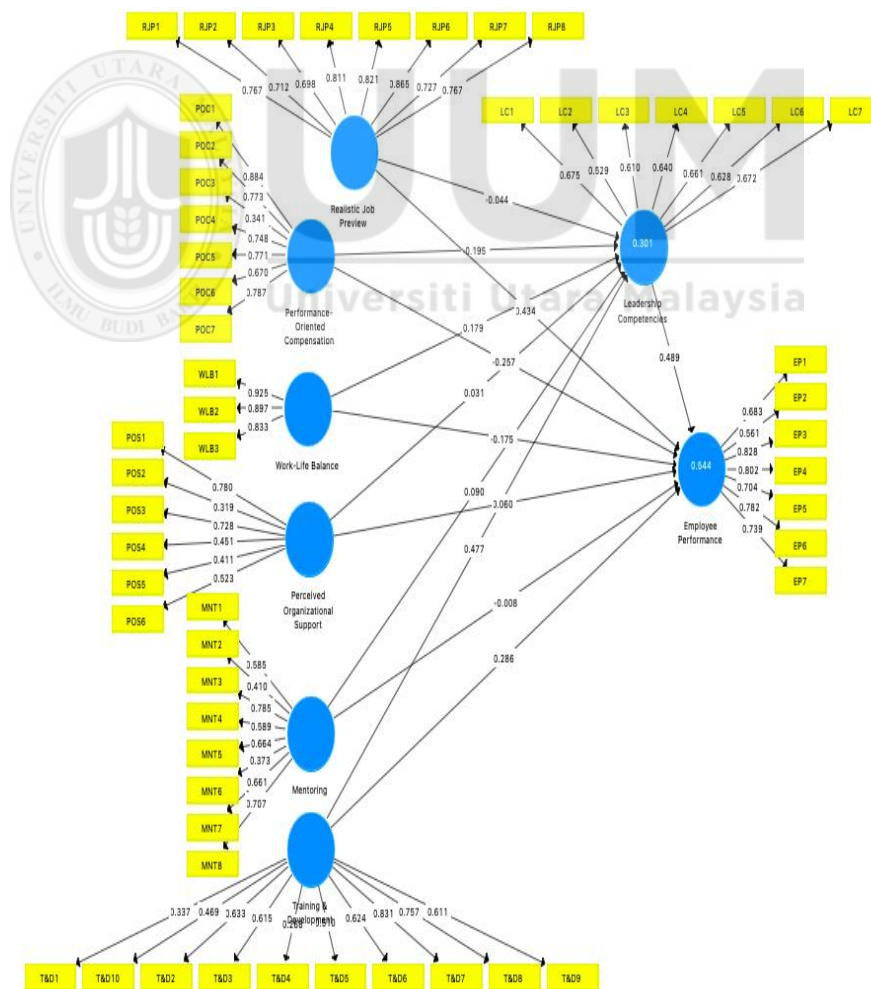


Figure 4. 1 The PLS-SEM Path Model (Before Deletion)

The acceptable threshold value of composite reliability and AVE may be found in the Convergent Validity section. When the PLS method was initially computed, certain items had unsatisfactory values, such as EP2 (0.564), LC2 (0.529), LC3 (0.610), LC4 (0.610), MNT1 (0.585), MNT2 (0.410), MNT4 (0.589), MNT6 (0.373), POC3 (0.341), POS2 (0.319), POS4 (0.451), POS5 (0.411), T&D1 (0.337), T&D4 (0.268), T&D5 (0.510), T&D6 (0.624), and T&D10 (0.469), which were removed to increase and boost the construct's composite reliability and average variance retrieved of performance-oriented compensation, perceived organizational support, mentoring, training, and development, leadership competencies and employee performance based on the previously described criteria. The outer loadings of the indicators after deletion are summarized in Table 4.7.

Table 4.7  
*Indicators Outer Loadings (After deletion)*

<b>Latent Constructs</b>	<b>Indicators</b>	<b>Standardized Loadings</b>
	RJP 1	<b>0.762</b>
	RJP 2	<b>0.719</b>
	RJP 3	<b>0.698</b>
	RJP 4	<b>0.812</b>
	RJP 5	<b>0.824</b>
<b>Realistic Job Sampling</b>	RJP6	<b>0.866</b>
	RJP7	<b>0.728</b>
	RJP8	<b>0.769</b>
	POC1	<b>0.882</b>
	POC2	<b>0.756</b>
<b>Performance-Oriented Compensation</b>	POC4	<b>0.765</b>
	POC5	<b>0.790</b>
	POC6	<b>0.702</b>
	POC7	<b>0.782</b>
	WLB1	<b>0.922</b>

<b>Work-Life Balance</b>	WLB2	<b>0.896</b>
	WLB3	<b>0.838</b>
<b>Perceived Organizational Support</b>	POS1	<b>0.838</b>
	POS3	<b>0.728</b>
	POS6	<b>0.703</b>
<b>Mentoring</b>	MNT3	<b>0.785</b>
	MNT5	<b>0.708</b>
	MNT7	<b>0.711</b>
	MNT8	<b>0.707</b>
<b>Training and Development</b>	T&D2	<b>0.720</b>
	T&D3	<b>0.707</b>
	T&D7	<b>0.850</b>
	T&D8	<b>0.862</b>
	T&D9	<b>0.711</b>
<b>Leadership Competencies</b>	LC1	<b>0.701</b>
	LC5	<b>0.721</b>
	LC6	<b>0.781</b>
	LC7	<b>0.843</b>
<b>Employee Performance</b>	EP1	<b>0.703</b>
	EP3	<b>0.828</b>
	EP4	<b>0.791</b>
	EP5	<b>0.721</b>
	EP6	<b>0.794</b>
	EP7	<b>0.747</b>

The PLS-SEM route model displaying the outer loadings after the deletion procedure is seen in Figure 4.2.

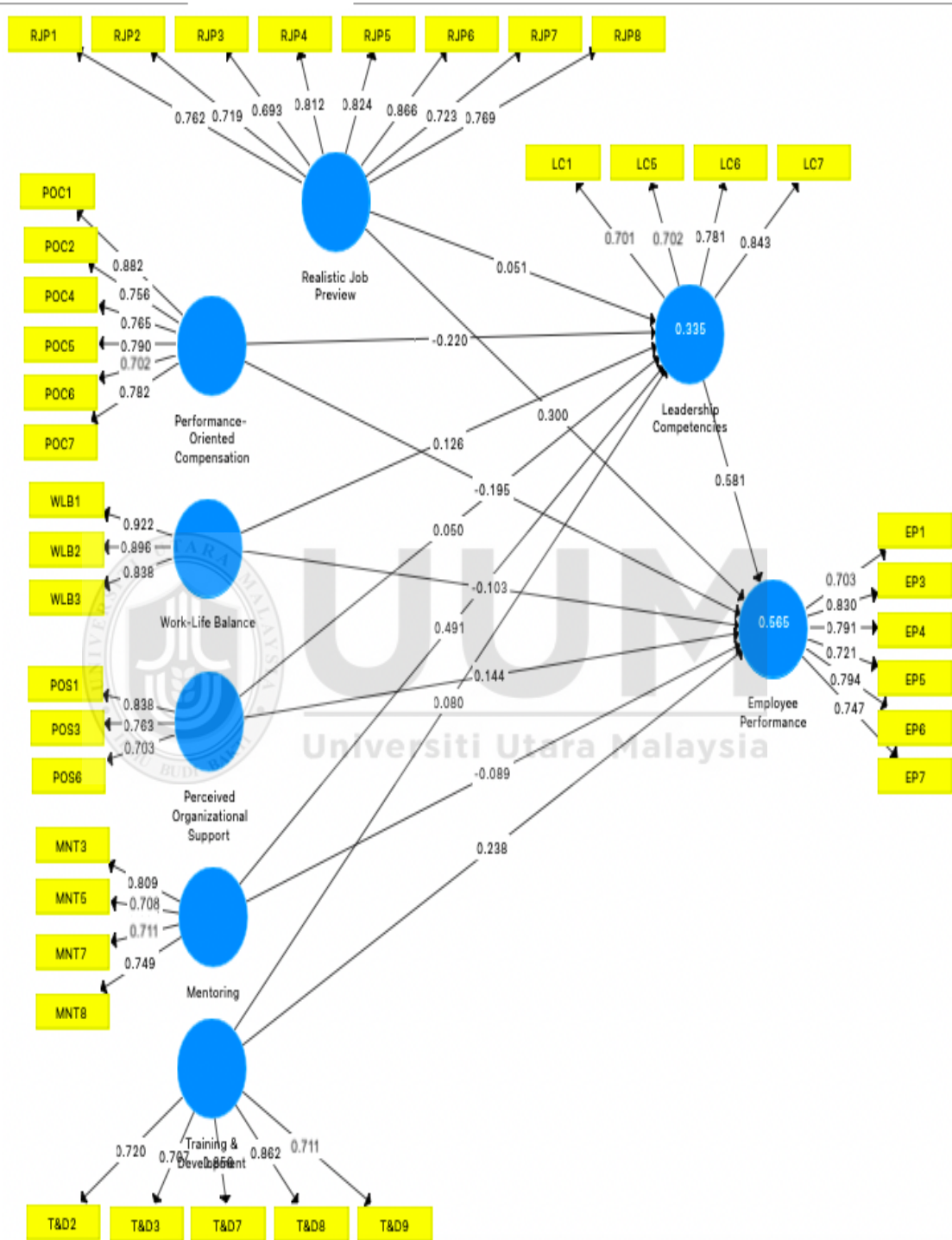


Figure 4. 2 The PLS-SEM Path Model (after Deletion)

#### 4.6.2 Cronbach's Alpha

In Cronbach's Alpha the Reliability and validity are two primary criteria in PLS-SEM analysis to assess the outer model (Hair, Ringle, & Sarstedt, 2013). The outcomes regarding the nature of the association between constructs (inner model) which depends on the measurements used in the study.

After validating the constructs, using factor loading which has indicated acceptable results, the next stage is to access the reliability of variables used in the research. Table 4.8 illustrates the reliability of Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development.

Table 4.8  
*Cronbach's Alpha*

<b>Variables</b>	<b>Values</b>
Realistic Job Sampling	0.904
Performance-Oriented Compensation	0.872
Work-Life Balance	0.792
Perceived Organizational Support	0.804
Mentoring	0.719
Training and Development	0.811
Leadership Competencies	0.757
Employee Performance	0.857

The Cronbach's alpha values of the variables are illustrated in table 4.8. Cronbach's alpha was used to assess the reliability of all the variables in the study. As the value of Cronbach's alpha ranges from 0.719 to 0.904, the results show excellent internal consistency among items used to measure the variables. All of the variables in the Cronbach's alpha are more than the threshold level of 0.7 as specified.

### 4.6.3 Composite Reliability

Internal consistency refers to the uniformity of results across test items. Composite reliability is used to assess internal consistency. Internal consistency is a technique for guaranteeing that the items used to assess the construct generate the same findings (Hair, Ringle, & Sarstedt, 2013). As a result, composite reliability was employed in this research to investigate internal consistency.

Similarly, Cronbach's alpha does not assume an equivalent indicator loading of constructs (Hair, Ringle, & Sarstedt, 2013). In Composite reliability that varies between 0 and 1; the computed value for composite reliability of each variable must not be less than 0.60, which is the composite reliability threshold level (Henseler, Ringle, & Sinkovics, 2009).

When the value reaches 0.70, however, it is considered ideal and clearly more acceptable (Hair, Anderson, Babin, & Black, 2010). As a consequence, it is deemed more sufficient if the estimated values are more than 0.70 (Hair, Anderson, Babin, & Black, 2010).

The composite reliability findings are shown in Table 4.9. Based on the composite reliability values in Table 4.9 below, it demonstrates that the measurement model is dependable.

Table 4.9  
*Composite Reliability*

<b>Variables</b>	<b>Composite Reliability</b>
Realistic Job Sampling	0.922
Performance-Oriented Compensation	0.902
Work-Life Balance	0.916
Perceived Organizational Support	0.765
Mentoring	0.816
Training and Development	0.874
Leadership Competencies	0.794
Employee Performance	0.893

The appraised value of composite reliability which exceeds the required threshold value of 0.70, that based on the values of all variables. The minimum composite reliability value for perceived organizational support is 0.765, which is a positive outcome. Whereas the highest value for composite reliability is 0.922 for realistic job sampling, as well as the other values of variables, are performance-oriented compensation (0.902), Work-Life Balance (0.916), Training and Development (0.874), mentoring (0.816), and perceived organizational support (0.765) which are the independent variables. However, the values for leadership competencies and employee performance are 0.794 and 0.893 respectively.

#### **4.6.4 Average Variance Extracted**

The next step was establishing convergent validity while executing structural equation modelling after confirming the scale reliability. Average Variance Extracted (AVE) is used to determine a point of convergence in the construct's measurements. The degree to which comparable constructs that are conceptually tied to each other are calculated and linked is referred to as convergent validity (Henseler, Ringle, & Sinkovics, 2009).

Consequently, convergent validity refers to the degree of agreement between measures of different items in the same concept (Hair, Ringle, & Sarstedt, 2013). A threshold level of 0.5 or above is considered adequate to ensure convergent validity (Hair, Anderson, Babin, & Black, 2010; Hair, Ringle, & Sarstedt, 2013). 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.

Table 4.10  
*Average Variance Extracted (AVE)*

<b>Variables</b>	<b>Average Variance Extracted (AVE)</b>
Realistic Job Preview	0.597
Performance-Oriented Compensation	0.606
Work-Life Balance	0.785
Perceived Organizational Support	0.529
Mentoring	0.528
Training and Development	0.584
Leadership Competencies	0.501
Employee Performance	0.584

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 Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring,

Training and Development, Leadership Competencies and Employee Performance, respectively.

According to Hair, Ringle, and Sarstedt (2013), all of the estimated values for the constructions meet the requirement of being more significant than 0.5, proving that each construct is genuine and should be retained in the model. No construct needs to be eliminated. The next step is to guarantee internal consistency after computing AVE.

#### **4.6.5 Convergent Validity**

Convergent validity is provided by positive correlations between markers of the same idea (Hair et al., 2013). Convergent validity assumes that there will be significant shared variance among the constituents of a particular concept (Hair et al., 2014). As a result, the convergent validity is determined by the outer loadings of the indicators and the average extracted variance (Hair et al., 2014; Hair et al., 2011; Fornell & Larker, 1981).

The average of the squares of all indicator loadings for a particular construct (Hair et al., 2013; Fornell & Larker, 1981) is the indicator loading squared (or 'average variance extracted', 'AVE'). Convergent validity is established using Fornell and Larcker's (1981) recommendations by analysing the latent concept's average variance explained (AVE).

Hair et al. (2014) suggest that a latent construct must be able to explain at least 50% of the variation among the indicators in order to be evaluated. This suggests that the outer loading must be at least 0.708 for the squared outer loading to yield a value of at

least 0.50 for AVE, according to Hair et al. (2010). Chin (1998) established that the AVE criterion is 0.50 or above. Consequently, if the AVE is merely regarded as 0.50, it is satisfactory because it suggests that the latent variable can explain the data.

Convergent validity is demonstrated by a range of 0.501 to 0.785 for the AVE of latent constructs (see table 4.10), with Work-Life Balance yielding the greatest AVE and Leadership Competencies yielding the lowest. Because the latent components in this study appear to contain adequate variety, the study's conclusions are robust.

#### **4.6.6 Discriminant Validity**

Following the verification of item loadings and indicating, discriminant validity, reliability, and validity were investigated. Discriminant validity reflects the extent to which one concept varies from another in the model. Measurement of constructs that are neither conceptually or practically connected to one another (Gerbing & Anderson, 1988; Hair, Ringle, & Sarstedt, 2013). The Fornell-Lacker criteria is the most often used method for assessing discriminant validity (Hair, Ringle, & Sarstedt, 2013).

If the value of the square root of AVE of any variable is greater than the variables inflated correlation with any other latent variable, discriminant validity is found (Hair, Ringle, & Sarstedt, 2013; Henseler, Ringle, & Sarstedt, 2015). As a result, discriminant validity in this study was established by comparing the square root of the AVE for each construct to the relationships indicated in the correlation matrix.

The results of the Fornell-Larcker Criterion assessment using the square root of the constructs are shown in Table 4.11. The AVE's square root in bold is greater than its overly high correlation with other variables. As a result, the discriminant validity of

the concept was assessed (Hair, Ringle, & Sarstedt, 2013; Henseler, Ringle, & Sarstedt, 2015).

Table 4.11

*Discriminant Variable*

	EP	LC	MNT	POS	POC	RJP	T&D	WLB
EP	<b>0.764</b>							
LC	0.692	<b>0.705</b>						
MNT	0.489	0.563	<b>0.726</b>					
POS	0.426	0.368	0.597	<b>0.727</b>				
POC	0.225	0.214	0.478	0.464	<b>0.778</b>			
RJP	0.345	0.280	0.501	0.450	0.802	<b>0.773</b>		
T&D	0.490	0.414	0.686	0.535	0.466	0.428	<b>0.764</b>	
WLB	0.295	0.317	0.533	0.489	0.772	0.813	0.410	<b>0.886</b>

Note: The values in the diagonals cells (bold) are the square root of the AVE while the un-boldded values are the correlations.

Furthermore, examining cross-loading is another way to determine the discriminant validity of the notions. The indicator loadings are compared with the cross-loadings in this technique to determine discriminant validity (Hair et al., 2017; Chin, 1998).

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.

Table 4.12  
*Cross Loadings*

Constructs	EP	LC	MNT	POS	POC	RJP	T&D	WLB
EP1	<b>0.691</b>	0.527	0.456	0.364	0.244	0.344	0.361	0.301
EP3	<b>0.830</b>	0.595	0.371	0.227	0.103	0.188	0.463	0.162
EP4	<b>0.791</b>	0.447	0.284	0.280	0.101	0.236	0.304	0.164
EP5	<b>0.721</b>	0.396	0.385	0.435	0.182	0.272	0.378	0.265
EP6	<b>0.794</b>	0.419	0.332	0.460	0.239	0.298	0.373	0.275
EP7	<b>0.747</b>	0.524	0.376	0.209	0.152	0.225	0.338	0.157
LC1	0.466	<b>0.588</b>	0.277	0.405	0.008	0.224	0.421	0.340
LC5	0.349	<b>0.568</b>	0.305	0.308	0.018	0.146	0.232	0.454
LC6	0.517	<b>0.781</b>	0.381	0.188	0.014	0.114	0.189	0.443
LC7	0.581	<b>0.843</b>	0.125	0.314	0.116	0.123	0.439	0.323
MNT3	0.429	0.521	<b>0.809</b>	0.844	0.009	0.058	0.563	0.232
MNT5	0.366	0.372	<b>0.654</b>	0.790	0.059	0.080	0.559	0.324
MNT7	0.288	0.292	<b>0.684</b>	0.432	0.089	0.129	0.614	0.299
MNT8	0.319	0.421	<b>0.749</b>	0.390	0.240	0.314	0.042	0.098
POS1	0.296	0.322	0.423	<b>0.882</b>	0.314	0.321	0.020	0.032
POS3	0.285	0.284	0.282	<b>0.756</b>	0.226	0.358	0.033	0.112
POS6	0.164	0.113	0.231	<b>0.765</b>	0.424	0.310	0.078	0.049
POC1	0.193	0.147	0.423	0.102	<b>0.838</b>	0.176	0.022	0.098
POC2	0.292	0.146	0.390	0.091	<b>0.763</b>	0.130	0.059	0.226
POC4	.0172	0.172	0.134	0.033	<b>0.682</b>	0.152	0.101	0.250
POC5	.0123	0.182	0.127	0.064	<b>0.892</b>	0.162	0.203	0.304
POC6	.0432	0.291	0.301	0.087	<b>0.817</b>	0.186	0.234	0.315
POC7	0.346	0.329	0.131	0.193	<b>0.801</b>	0.222	0.321	0.320
RJP1	.0230	0.171	0.167	0.074	0.201	<b>0.762</b>	0.201	0.390
RJP2	0.241	0.149	0.172	0.432	0.270	<b>0.719</b>	0.205	0.281
RJP3	0.239	0.234	0.273	0.430	0.171	<b>0.693</b>	0.382	0.413
RJP4	0.231	0.271	0.102	0.428	0.180	<b>0.812</b>	0.194	0.380
RJP5	0.232	0.108	0.273	0.590	0.119	<b>0.824</b>	0.250	0.421
RJP6	0.245	0.142	0.267	0.401	0.138	<b>0.866</b>	0.149	0.442
RJP7	0.213	0.213	0.109	0.602	0.146	<b>0.723</b>	0.240	0.290
RJP8	0.281	0.127	0.260	0.171	0.152	<b>0.769</b>	0.290	0.672
T&D2	0.360	0.340	0.238	0.039	0.199	0.067	<b>0.720</b>	0.128
T&D3	0.541	0.421	0.100	0.151	0.143	0.014	<b>0.709</b>	0.236

<b>T&amp;D7</b>	0.511	0.352	0.230	0.312	0.188	0.056	<b>0.856</b>	0.145
<b>T&amp;D8</b>	0.534	0.420	0.225	0.157	0.165	0.012	<b>0.871</b>	0.018
<b>T&amp;D9</b>	0.525	0.321	0.152	0.278	0.160	0.068	<b>0.818</b>	0.262
<b>WLB1</b>	0.129	0.121	0.109	0.244	0.109	0.158	0.063	<b>0.932</b>
<b>WLB2</b>	0.266	0.272	0.254	0.290	0.159	0.180	0.259	<b>0.896</b>
<b>WLB3</b>	0.188	0.192	0.384	0.232	0.189	0.229	0.114	<b>0.839</b>

Table 4.12 shows that the indicators' outer loadings are bigger than their cross-loadings, suggesting that the constructs have acceptable discriminant validity for further study.

#### **4.7 Assessment of 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 1–13. Following the analysis of six hypotheses, the mediating variable was introduced to test the direct effects of the independent and mediating variables and the mediating and dependent variables.

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) and (Hair et al., 2011). The coefficient of determination ( $R^2$ ) 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, the effect size ( $f^2$ ) of all exogenous variables other than the mediator is assessed using the Cohen (1988) criteria. In the last phase of the blinded approach,  $Q^2$  plus  $q^2$  are utilised as benchmarks to determine predictive ability and effect size (Chin, 1998; Hair et al., 2011; Henseler et al., 2009).

#### **4.7.1 Results of Direct Hypotheses Testing**

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. A comprehensive model study of structural equation modelling was performed to evaluate the idea.

Through the researchers' clear vision of the data, structural equation modelling was able to get the details. The hypothesis was developed in light of the underlying theory, and the examined literature was clarified or rejected. Following an assessment of the outer model, the direct relationships between the independent variables (Realistic Job

Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development) and the endogenous variables (Leadership Competencies and Employee Performance) in this research were examined.

To study the size of path coefficients, the PLS-SEM Algorithm was utilised. The path's indication reflected the type and direction of the relationship. PLS-SEM bootstrapping was performed using Smart PLS 3 after getting the route coefficient to estimate the significance of correlations. The original number of cases has been applied, i.e., 280. Moreover, 5000 bootstrapping samples were utilised to accomplish the bootstrapping (Hair, Ringle, & Sarstedt, 2013; Henseler, Ringle, & Sarstedt, 2015).

The initial model emphasised the analysis of direct relationships between independent variables (Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development) and the endogenous variable (Leadership Competencies and Employee Performance) in this research (H1 to H13).

The route coefficients are shown in Figure 4.3, which shows the outcomes of the PLS-SEM direct relationships Algorithm. Similarly, figure 4.4 depicts the significance of direct correlations of bootstrapping results. Table 4.13 provides the specifics of each path as well as their facts.

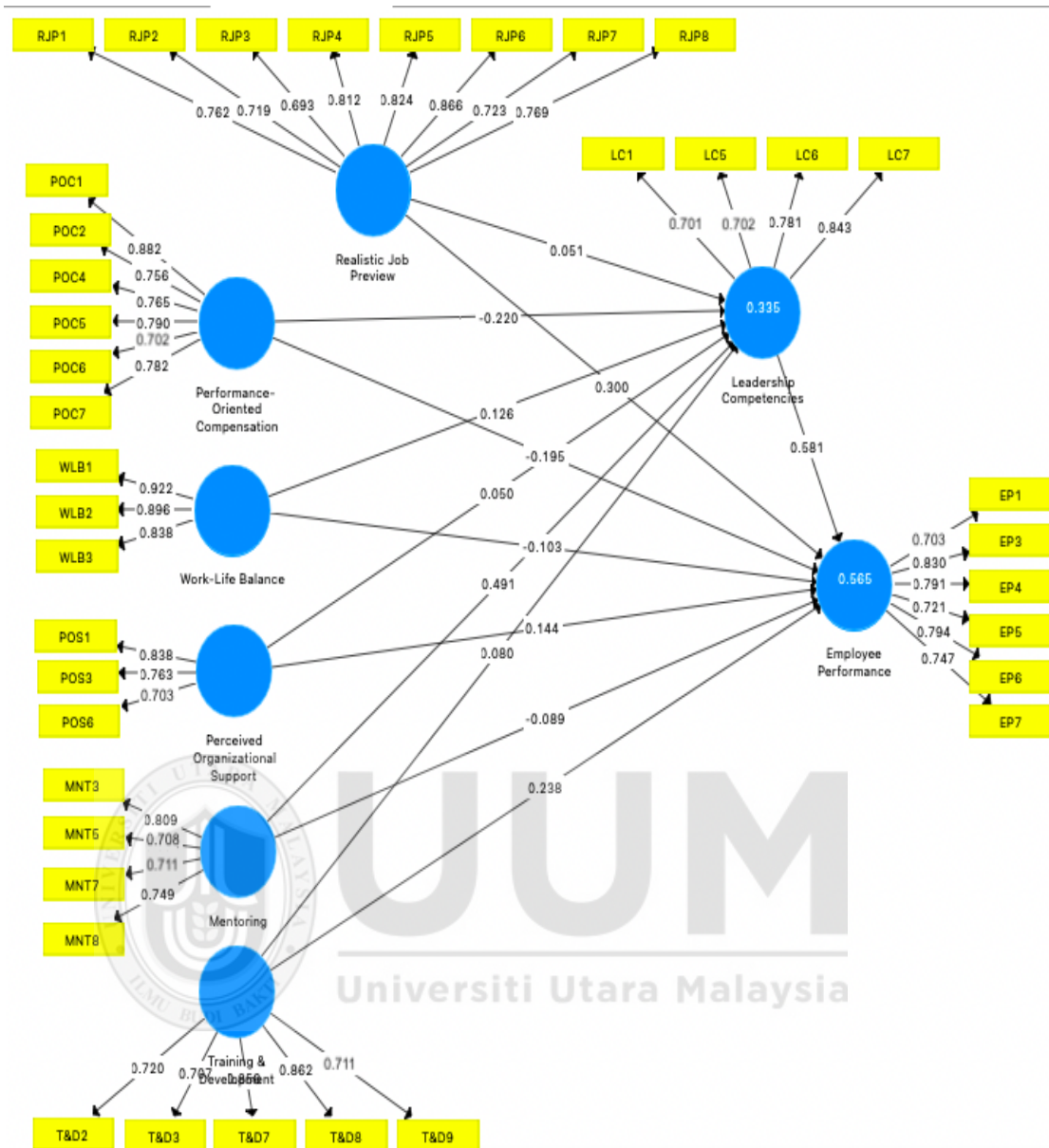


Figure 4. 3 PLS Algorithms Direct Effects

Based on the PLS SEM algorithms and the method of bootstrapping, the path coefficients have been tested. The findings showed that all the exogenous constructs have significant relationship with the endogenous construct used in the structural equation modelling.

The results of bootstrapping (Sarstedt, M.Ringle, Smith, Reams, & F.HairJr, 2014) by using the bootstrapping process with 280 cases and 5,000 sub samples, identified that the relationship is significant and the influence the independent variables is significant over the dependent variable, hence it is right to say that (Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development) have a strong relationship with Leadership Competencies and Employee Performance as the calculated p values are below 0.05.

Regarding the result of H1, i.e., Realistic Job Preview has a significant relationship with Employee Performance and shows a significant positive impact of Realistic Job Preview on Employee Performance ( $\beta = 0.300$ ;  $t = 2.182$ ;  $p < 0.05$ ), which is H1 supported.

Similarly, regarding H2, i.e., Performance-Oriented Compensation has a significant relationship with Employee Performance, the result shows a significant relationship between Performance-Oriented Compensation and Employee Performance ( $\beta = 0.323$ ;  $t = 2.969$ ;  $p < 0.01$ ). Therefore, H2 is also supported.

Likewise, regarding H3, i.e., Work-Life Balance has a significant relationship with Employee Performance, the result suggests a significant linkage between Work-Life Balance and Employee Performance ( $\beta = 0.311$ ;  $t = 2.890$ ;  $p < 0.01$ ); therefore, H3 is also supported.

Similarly, regarding H4, i.e., Perceived Organizational Support has a significant relationship with Employee Performance, the result shows a significant relationship between Perceived Organizational Support and Employee Performance ( $\beta= 0.457$ ;  $t=4.102$ ;  $p<0.01$ ).

Regarding H5, i.e., Mentoring has a significant relationship with Employee Performance; the result shows a significant relationship between Mentoring and Employee Performance ( $\beta=0.486$ ;  $t= 3.453$ ;  $p<0.01$ ). Therefore, H5 is also supported. Likewise, regarding H6, i.e., Training and Development have a significant relationship with Employee Performance, the result also shows a significant relationship between Training and Development and Employee Performance ( $\beta= 0.238$ ;  $t=2.298$ ;  $p<0.01$ ). So, H6 is also supported.

As far as concerning the result of H7, i.e., Realistic job preview has a significant relationship with Leadership Competencies, shows a significant positive impact of Realistic job preview on Leadership Competencies ( $\beta= 0.251$ ;  $t=3.213$ ;  $p<0.01$ ), which is also supported.

Similarly, regarding H8, i.e., Performance-Oriented Compensation has a significant relationship with Leadership Competencies, the result shows a significant relationship between Performance-Oriented Compensation and Leadership Competencies ( $\beta =0.320$ ;  $t=3.102$ ;  $p<0.01$ ) therefore, H8 is also supported.

Likewise, regarding H9, i.e., Work-Life Balance has a significant relationship with Leadership Competencies, the result suggests a significant linkage between Work-Life Balance and Leadership Competencies ( $\beta= 0.426$ ;  $t= 4.213$ ;  $p<0.05$ ); therefore, H3 is also supported.

Similarly, regarding H10, i.e., Perceived Organizational Support has a significant relationship with Leadership Competencies, the result shows a significant relationship between Perceived Organizational Support and Leadership Competencies ( $\beta= 0.422$ ;  $t= 3.091$ ;  $p<0.01$ ).

Regarding H11, i.e., Mentoring has a significant relationship with Leadership Competencies. The result shows a significant relationship between Mentoring and Leadership Competencies ( $\beta= 0.491$ ;  $t= 3.276$ ;  $p<0.01$ ). Therefore, H11 is also supported.

Similarly, regarding H12, i.e., Training and Development have a significant relationship with Leadership Competencies, the result shows a significant relationship between Training and Development and Leadership Competencies ( $\beta= 0.434$ ;  $t= 3.613$ ;  $p<0.01$ ).

Likewise, regarding H13, i.e., Leadership Competencies have a significant relationship with Employee Performance, the result also shows a significant relationship between Leadership Competencies and Employee Performance ( $\beta= 0.581$ ;  $t= 7.407$ ;  $p<0.05$ ), so H13 is also supported. The findings can be seen in Table 4.13.

Table 4.13  
*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
H7	RJP-> LC	0.251	0.262	3.213	0.002	Supported
H8	POC-> LC	0.320	0.281	3.102	0.003	Supported
H9	WLB-> LC	0.426	0.392	4.213	0.000	Supported
H10	POS-> LC	0.422	0.401	3.091	0.004	Supported
H11	MNT-> LC	0.491	0.489	3.276	0.001	Supported
H12	T&D -> LC	0.434	0.412	3.613	0.000	Supported
H13	LC -> EP	0.581	0.586	7.407	0.000	Supported

**Note:** Values are calculated using PLS bootstrapping routine with 306 cases and 5000 samples (one-tailed).

\*\*\*indicates the item is significant at the  $p < 0.01$  level, \*\* indicates the item is significant at the  $p < 0.05$  level, and \* indicates the item is significant at the  $p < 0.1$  level.

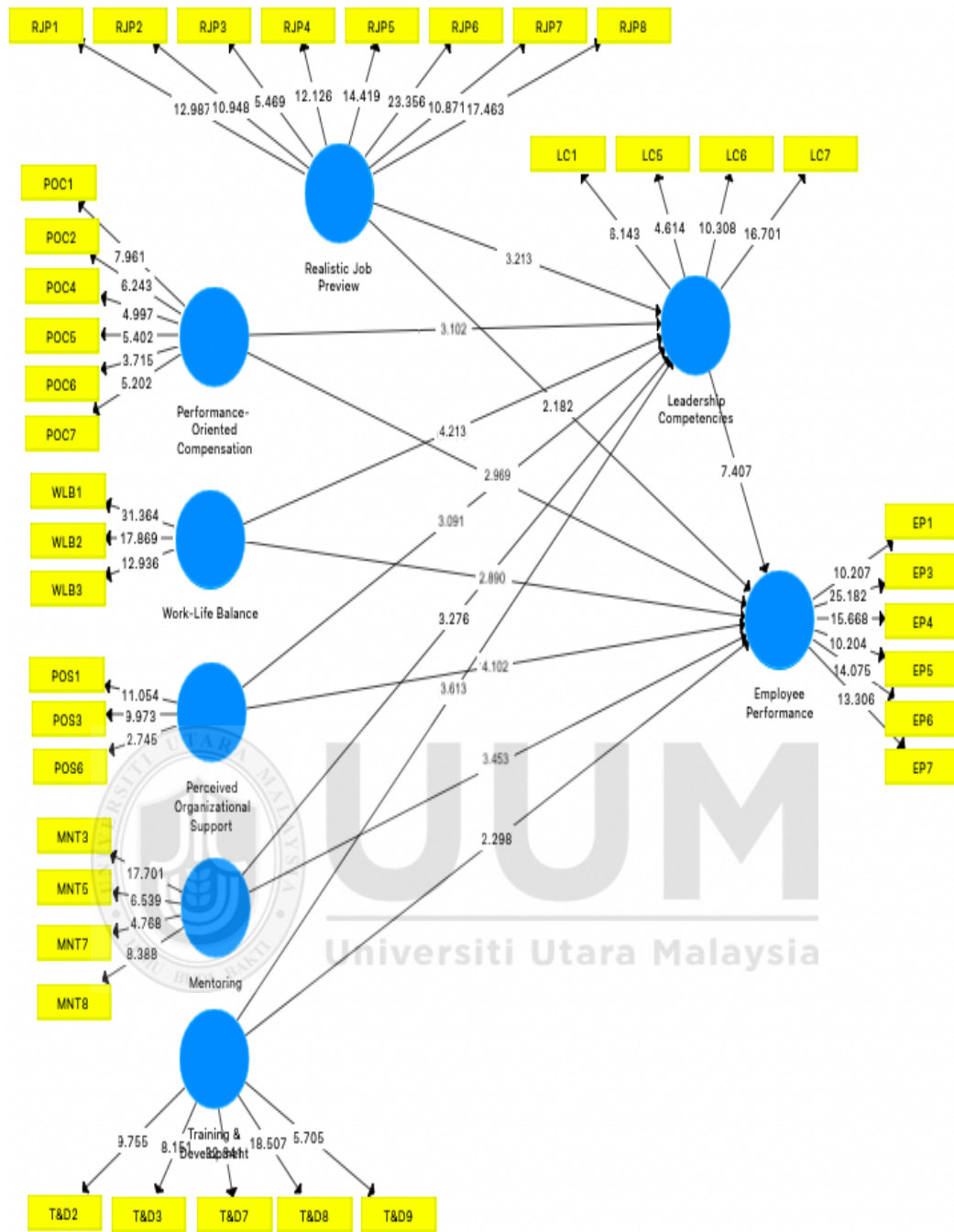
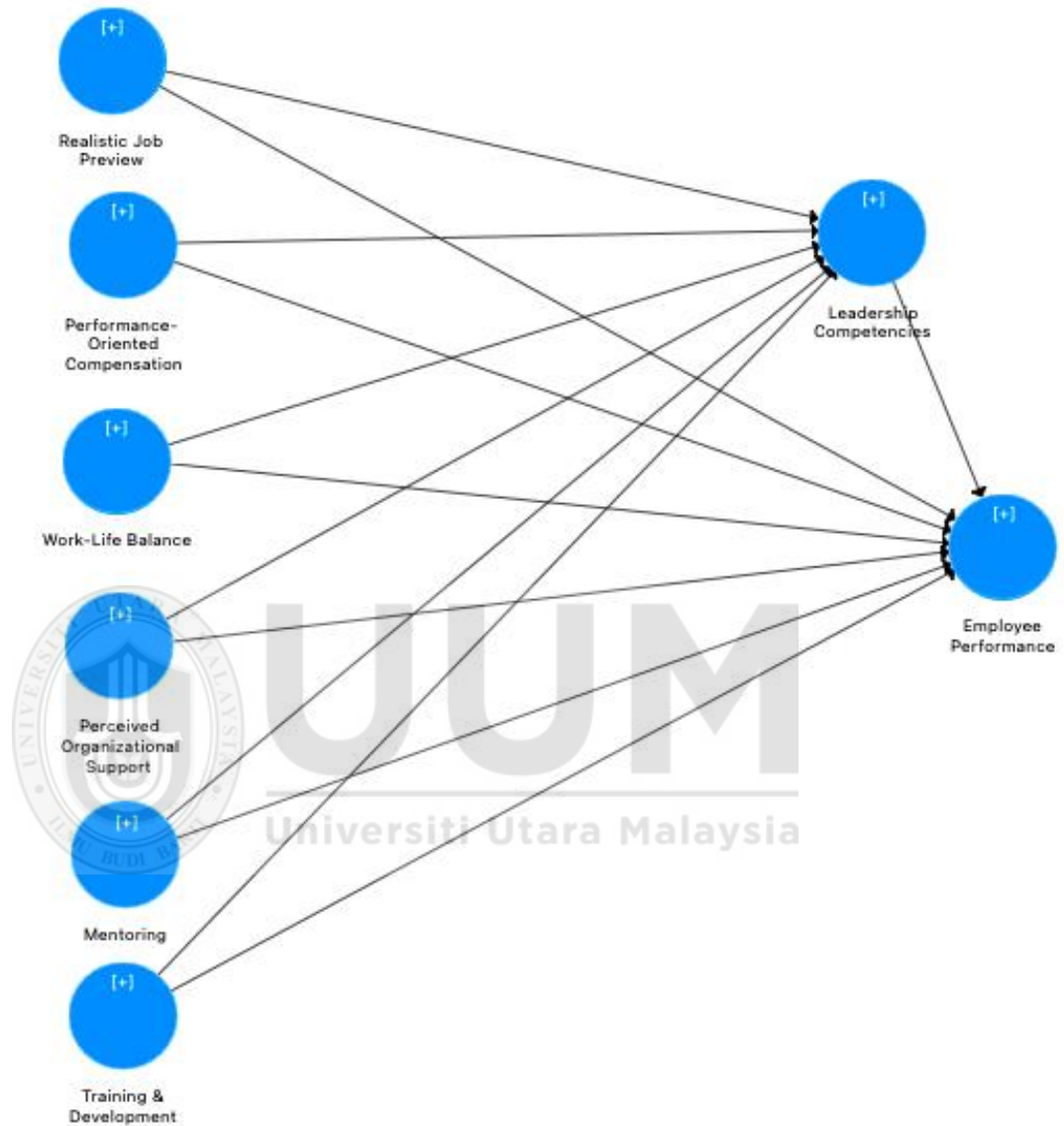


Figure 4. 4 Direct Effect Model (Bootstrapping)

#### 4.7.2 Results of Mediating Hypotheses

According to the research framework of this study, the mediating effect of Leadership Competencies between Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organisational Support, Mentoring, and Training and

Development, and the endogenous variable in this research is Employee Performance has been hypothesized (Figure 4.5).



*Figure 4. 5 The Mediating Role of Leadership Competencies*

In the current study, the mediation analysis analyses the indirect influence of independent factors on the dependent variable via an intervening variable of Leadership Competencies. According to Preacher and Hayes (2008), there are

numerous techniques for analysing mediation analysis, including the casual steps approach or sequential approach (Hoyle & Robinson), which also recommends four instances of Baron and Kenny (Baron & Kenny, 1986).

Other methods for mediation analysis (Hayes, 2009), distribution of the product strategy (MacKinnon, Fairchild, & Fritz, Mediation analysis, 2007; MacKinnon, Fritz, Williams, & Lockwood, 2007); and bootstrapping approach (Preacher & Hayes, 2004) are available for the product of the coefficient method or Sobel test. The bootstrapping approach, on the other hand, is the most recent mediation analysis tool, with bootstrapping providing an empirical depiction of the indirect influence (Hayes, 2009; Rucker, Preacher, Tormala, & Petty, 2011).

Some of Baron and Kenny's (1986) elements must be addressed for mediation to take place in four stages. However, this is not necessarily required for the overall effect to be significant. Because of their absence, significant indirect effects may occur, and mediation may occur (MacKinnon, Hoffman, West, & Stephen G. Sheets, 2002; Hayes, 2009; Zhao, John G. Lynch, & Chen, 2010; Rucker, Preacher, Tormala, & Petty, 2011).

The next stage is to determine if the indirect linkages have a substantial beneficial effect. In other words, the mediator acts as a go-between for the independent and dependent variables (Preacher & Hayes, 2008). While the independent factors influence the mediator, the mediator also influences the dependent variable. As a result, if any of the mediator variable indirect effects are not substantial, the impact of the independent factors on the dependent variable cannot be mediated by the mediator

(Preacher & Hayes, 2008). Finally, when the mediator is present, the direct influence of independent factors on dependent variables must be negligible or smaller than the relationship.

Furthermore, Rucker, Preacher, Tormala, and Petty (2011) studied the focus on change in the direct connection after the mediator variable was implemented, as well as the use of terms such as complete vs over restricted mediation. The bootstrapping method starts by evaluating the route model of direct relationships between the independent and dependent variables without considering the mediating variable. The path coefficients and t-values of the path models were computed using the PLS-SEM algorithms and the bootstrapping methods, respectively (Hair, Ringle, & Sarstedt, 2013).

In the following stage, the path model is constructed using the mediator variable. Significant focus is placed on the independent variables, the mediator association, and the mediator and dependent variable interactions. This is critical; nevertheless, it is not possible to make conclusions about the mediation effects. Finally, the product's standard error is divided by the product of the two significant route coefficients ( $axb$ )/( $Sab$ ) to examine the indirect influence.

Numerous research, such as (Preacher & Hayes, 2008; Zhao, John G. Lynch, & Chen, 2010; Hair, Ringle, & Sarstedt, 2013), have highlighted the benefits of the bootstrapping approach and their justifications for studying mediation. For example, Baron and Kenny's (1986) four constraints fail to incorporate the use of standard errors

(Hayes & Preacher, 2010). The Sobel test assumes that the indirect impact follows a normal sample distribution.

The influence of the independent factors on the mediator and the mediator's impact on the dependent variable, on the other hand, has an unequal sampling distribution (Preacher, Rucker, & Hayes, 2007). Without tables, the allocation of the product strategy is little harder to utilise and requires numerous assumptions of the normal sample distribution (Hayes A. F., 2009).

Hair, Ringle, and Sarstedt (2013) advocate assessing the implication of the mediation using bootstrapping approaches to understand the consequences of bootstrapping over other methods. With 323 cases and 5,000 sub-samples, this study tested the mediating role of employee creativity on the positive relationship between leadership styles (transformational leadership, transactional leadership, autocratic leadership, democratic leadership, paternalistic leadership, and laissez-faire leadership) and competitive advantage using smart PLS 3.0 (Sarstedt, M. Ringle, Smith, Reams, & F. Hair Jr, 2014).

Figure 4.10 depicts the PLS-SEM bootstrapping in the proposed model after incorporating Leadership Competencies as the mediator. The bootstrapping of 5,000 samples was used to multiply pathways "a" and "b" after engaging the mediating concept, Leadership Competencies. The t value was calculated by dividing the product of two significant pathways by the standard error of the product of the two paths  $(axb)/Sab$ .

Thus, table 4.14 clearly shows that H14, i., Leadership Competencies mediate the relationship between Realistic Job Preview and Employee Performance. The results revealed that Leadership Competencies mediate the relationship between Realistic Job Preview and Employee Performance ( $\beta = 0.230$ ;  $t = 2.689$ ;  $p < 0.01$ ) this confirms that H14 has been accepted.

Likewise, H15, i.e., leadership competencies mediate the relationship between Performance-Oriented Compensation and Employee Performance. The results revealed that Leadership Competencies mediate between Performance-Oriented Compensation and Employee Performance ( $\beta = 0.228$ ;  $t = 3.532$ ;  $p < 0.01$ ) thus, H15 has been approved.

Similarly, regarding H16, Leadership Competencies mediate the relationship between Work-Life Balance and Employee Performance ( $\beta = 0.273$ ;  $t = 2.766$ ;  $p < 0.01$ ) the results revealed that Leadership Competencies mediate the relationship between Work-Life Balance and Employee Performance, which confirms H16.

The next hypothesis, H17, claimed that Leadership Competencies mediate the relationship between Perceived Organizational Support and Employee Performance ( $\beta = 0.229$ ;  $t = 2.552$ ;  $p < 0.01$ ). The results revealed that Leadership Competencies mediate between Perceived Organizational Support and Employee Performance. Thus, H17 is also approved.

The next hypothesis, H18, claimed that Leadership Competencies mediate the relationship between Mentoring and Employee Performance ( $\beta = 0.285$ ;  $t = 2.957$ ;

p<0.01). the results revealed that Leadership Competencies mediate between Mentoring and Employee Performance. Thus, H18 has been approved.

Finally, H19, i.e., Leadership Competencies mediate the relationship between Training and Development and Employee Performance ( $\beta= 0.346$ ;  $t= 3.876$ ;  $p<0.01$ ) the results revealed that Leadership Competencies mediate between Training and Development and Employee Performance. All the results of hypothesis testing from H14 to H19 are shown in Table 4.14.

Table 4.14  
*Testing the Mediation Effect of Leadership Competencies*

<b>Mediating Paths</b>	<b>Std. Beta</b>	<b>Std. error</b>	<b>T-Value</b>	<b>P values</b>	<b>Decision</b>
<b>RJP -&gt; LC-&gt; EP</b>	0.230	0.067	2.689	0.004	<b>Supported</b>
<b>POC -&gt; LC -&gt; EP</b>	0.228	0.102	3.532	0.001	<b>Supported</b>
<b>WLB -&gt; LC -&gt; EP</b>	0.273	0.096	2.766	0.004	<b>Supported</b>
<b>POS -&gt; LC -&gt; EP</b>	0.229	0.089	2.552	0.004	<b>Supported</b>
<b>MNT -&gt; LC -&gt; EP</b>	0.285	0.096	2.957	0.003	<b>Supported</b>
<b>T&amp;D -&gt; LC -&gt; EP</b>	0.346	0.105	3.876	0.000	<b>Supported</b>

#### 4.7.3 Assessment of Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) quantifies how much variance in the model's exogenous latent construct can be ascribed to the endogenous latent construct (Hair, Hult, Ringle, & Sarstedt, 2013; Henseler et al., 2009). Instead, the coefficient of determination (R-squared value) represents the proportion of variance in the dependent variable(s) that can be accounted for by the predictor variable(s) (Hair et al., 2010; Elliott & Woodward, 2007; Hair et al., 2006).

$R^2$  is the total of all latent factors outside the original model's impacts on the latent factor inside the original model (Hair et al., 2014). Because the proportion of variance in variance-based structural equation modelling is used to assess the quality of a structural model (Götz, Liehr-Gobbers, & Krafft, 2010), the assessment of variance is given more weight in PLS-SEM path modelling (Hair et al., 2012; Hair et al., 2011; Henseler et al., 2009).

Several scholars have recommended several criteria for calculating the coefficient of variation. According to Hair et al. (2011) and Henseler et al. (2009),  $R^2$  values between 0.25 and 0.50 suggest a moderate level of variation, but values between 0.50 and 0.75 indicate a considerable variation.

Some researchers (Cohen, 1988; Chin, 1998a) also propose three intervals for evaluating structural model quality; for example, an  $R^2$  value of 0.26 to 0.67 is considered high quality, an  $R^2$  value of 0.13 to 0.33 is considered moderate quality, and an  $R^2$  value of 0.02 to 0.19 is regarded as low quality. However, Falk and Miller (1992) believe that  $R^2$  values of 0.10 (10%) and 0.015 (1.5%) are equally appropriate.

The  $R^2$  value of the study's endogenous latent constructs is shown in Table 4.15.

*Table 4. 15*  
*Variance Explained in the Endogenous Latent Constructs*

<b>Latent Constructs</b>	<b>Variance Explained (<math>R^2</math>)</b>
Leadership Competencies	0.335
Employee Performance	0.565

One of the most popular and valuable metrics for analysing structural models is endogenous latent variables' coefficient of determination ( $R^2$ ) (Hair, Ringle, & Sarstedt, 2013). The  $R^2$  value of Leadership Competencies is 0.335, while the  $R^2$  value of Employee Performance is 0.565, according to Table 4.15.

It discovers that the value of  $R^2$  indicates that all six exogenous variables (Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development) combined in the model explained 33.5% of the variance in the mediating variable Leadership Competencies.

Similarly, the total  $R^2$  value indicates that the six exogenous factors (Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development) explained 56.5% of the variance in the endogenous variable (Employee Performance) when integrated with the model.

As a result of calculating the  $R^2$  for the endogenous latent variables Employee Performance (0.565) and Leadership Competencies (0.335), it is concluded that the model has significant predictive validity. As a result, the  $R^2$  value is relatively high, exceeding the cut-offs suggested by Chin (1998) and Cohen (1988).

#### **4.7.4 Effect Size ( $f^2$ )**

Effect size ( $f^2$ ) which explains the difference in the value of  $R^2$  when mediating variable is included in the model and when it is excluded from the model (Hair, Black,

Babin, & Anderson, 2010). The mediating variable is omitted to check that what effect is caused by the absence of the mediating variable (Hair, Black, Babin, & Anderson, 2010).

However, any strength of the calculated value of  $f^2$  should not be ignored, because any calculated value shows the potential (Chin, Marcolin, & Newsted, 2003). The effect size can be measured with the help of the formula given by Sawilowsky, (2009). According to this method, a calculated value of up to 0.02 indicates a little or minor impact, a calculated value of up to 0.15 indicates a moderate impact, and a calculated value of equal to or greater than 0.35 indicates a major or substantial effect. The following formula was utilised in this study:

Table 4.16  
*Effect size ( $f^2$ ) of Employee Performance and Interaction Terms*

<b>Endogenous construct</b>	<b>Exogenous constructs</b>	<b>Effect Size</b>
<b>EP</b>	RJP	<b>0.054</b>
	POC	<b>0.026</b>
	WLB	<b>0.007</b>
	POS	<b>0.027</b>
	MNT	<b>0.007</b>
	T&D	<b>0.062</b>
	LC	<b>0.515</b>

Table 4.17  
*Effect size ( $f^2$ ) of Leadership Competencies and Interaction Terms*

<b>Endogenous construct</b>	<b>Exogenous constructs</b>	<b>Effect Size</b>
<b>LC</b>	RJP	<b>0.003</b>
	POC	<b>0.022</b>
	WLB	<b>0.007</b>
	POS	<b>0.004</b>
	MNT	<b>0.151</b>
	T&D	<b>0.005</b>

The effect size for the exogenous construct was determined using the same method as in previous studies (Cohen, 1988; Chin, Marcolin, & Newsted, 2003). The effect is statistically significant, according to the results.

Table 4.16 indicates the impact sizes ( $f^2$ ) of Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, and Training and Development on Employee Performance are 0.054, 0.026, 0.007, 0.027, 0.007, 0.062, and 0.515, respectively. Thus, the external construct has minimal impact on employee performance, according to Cohen's (1988) theory. On the other hand, Leadership Competencies had an effect size ( $f^2$ ) of 0.515, which was determined to have a major or substantial effect on Employee Performance.

A range of elements influences Leadership Competencies, including Realistic Job Preview (0.003 effect size), Performance-Oriented Compensation (0.022 effect size), Work-Life Balance (0.007 effect size), Perceived Organizational Support (0.04 effect size), and Training and Development (0.005 effect size). As a result, the researcher discovers that Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, and Training and Development have minimal influence on Leadership Competencies. However, Mentoring (0.151 effect size) has a modest effect.

#### **4.7.5 Predictive Relevance ( $Q^2$ )**

Predictive model relevance is an extra examination of the structural model that shows the model's predictive relevance. The Stone-Geisser criteria was employed in this study to assess the predictive usefulness of the model. According to this metric, an

inner model should provide evidence for the anticipation of endogenous latent construct indicators (Henseler, Ringle, & Sinkovics, 2009).

As a result, Stone-Geisser's Q2 test is used to evaluate the predictive relevance (Q2) using blindfolding techniques (Hair, Anderson, Babin, & Black., 2010). As a result, the Stone-Geisser test was used in this study to examine the Q2 for endogenous latent construct (Hair, Black, Babin, & Anderson, 2010). Cross-validated redundancy for Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, and Employee Performance is shown in Table 4.18.

Table 4.18  
*Construct Cross-Validated Redundancy*

	SSO	SSE	Q <sup>2</sup> = (1-SSE/SSO)
<b>Leadership Competencies</b>	392.000	340.168	<b>0.279</b>
<b>Employee Performance</b>	586.000	423.675	<b>0.132</b>

Table 4.19 results show that the Q2 value for Leadership Competencies and Employee Performance is more than zero, at 0.276 and 0.179, respectively, implying that the model has a significant predictive significance. The anticipated value is consistent with the indicated Q2 values because it is more than zero. The estimated value indicates that the model is predictively relevant; however, if the computed value of Q2 is less than zero, the model is predictively ineffective (Henseler, Ringle, & Sarstedt, 2015).

#### **4.8 The Goodness of Fit of the Whole Model**

There is just one "goodness of fit" measurement in PLS Structural Equation Modelling. PLS's global fit measure (GoF), according to Tenenhaus and Vinzi (2005), is the

geometric mean of the average communality and average R square for endogenous constructs.

For this reason, the GoF measure accounts for the variance recovered by both the inner and outer models. The following formula is offered by Wetzels et al. (2009) recommendations:

For the comparison, GoF baseline values from Wetzels et al. (2009) were utilised (small =0.1, medium =0.25, and big =0.36). According to the findings, the model has a high goodness of fit, indicating that it is a real PLS model.

Table 4.15 summarises the study findings, including the hypotheses examined to meet the study's goals.

$$\text{GoF} = \sqrt{(\overline{R^2} \times \overline{\text{AVE}})}$$

In this research, we used the following formula to get the GoF value:

$$\text{GoF} = \sqrt{(0.450 \times 0.587)} = \sqrt{0.264} = 0.513$$

Wetzels et al. (2009) compared their baseline GoF values (small =0.1, medium =0.25, and huge =0.36). As a result, the results showed a high goodness of fit, which is consistent with a possible PLS model.

#### **4.9 The Results of the Hypotheses**

The analysis in this paper has been carried out meticulously, considering both direct and mediating link paths that aid in the conclusion. Table 4.19 summarizes all of the testable predictions produced throughout this inquiry. The independent variables (Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance,

Perceived Organizational Support, Mentoring, and Training and Development) and the endogenous variable (Leadership Competencies and Employee Performance). Findings indicate that all hypotheses were supported which are in line with prior studies (Bhatia & Baruah, 2020; Chaudhuri et al., 2018; Ochieng'Ojwang, 2019; Cocul'ová, 2020; Abdulkarim & Kah, 2020; Pawirosumarto et al., 2017; Shao, 2019; Chatterjee et al., 2018; Neri & Wilkins, 2019; YAU, 2020; Chandrasekara & Weerasooriya, 2020; Al Aina & Atan, 2020; Altay et al., 2018; Krishnan et al., 2020).

Table 4.19

*Summary of Results*

<b>Hypotheses</b>	<b>Description</b>	<b>Decision</b>
<b>H1</b>	Realistic Job Preview has a significant relationship with Employee Performance.	<b>Supported</b>
<b>H2</b>	Performance-Oriented Compensation has a significant relationship with Employee Performance.	<b>Supported</b>
<b>H3</b>	Work-Life Balance has a significant relationship with Employee Performance.	<b>Supported</b>
<b>H4</b>	Perceived Organizational Support has a significant relationship with Employee Performance.	<b>Supported</b>
<b>H5</b>	Mentoring has a significant relationship with Employee Performance.	<b>Supported</b>
<b>H6</b>	Training and Development have a significant relationship with Employee Performance.	<b>Supported</b>
<b>H7</b>	Realistic Job Preview has a significant relationship with Leadership Competencies	<b>Supported</b>
<b>H8</b>	Performance-Oriented Compensation has a significant relationship with Leadership Competencies.	<b>Supported</b>
<b>H9</b>	Work-Life Balance has a significant relationship with Leadership Competencies.	<b>Supported</b>
<b>H10</b>	Perceived Organizational Support has a significant relationship with Leadership Competencies.	<b>Supported</b>
<b>H11</b>	Mentoring has a significant relationship with Leadership Competencies.	<b>Supported</b>

<b>H12</b>	Training and Development have a significant relationship with Leadership Competencies.	<b>Supported</b>
<b>H13</b>	Leadership Competencies have a significant relationship with Employee Performance.	<b>Supported</b>
<b>H14</b>	Leadership Competencies mediates the significant relationship between Realistic Job Preview and Employee Performance.	<b>Supported</b>
<b>H15</b>	Leadership Competencies mediates the significant relationship between Performance-Oriented Compensation and Employee Performance.	<b>Supported</b>
<b>H16</b>	Leadership Competencies mediates the significant relationship between Work-Life Balance and Employee Performance.	<b>Supported</b>
<b>H17</b>	Leadership Competencies mediates the significant relationship between Perceived Organizational Support and Employee Performance.	<b>Supported</b>
<b>H18</b>	Leadership Competencies mediates the significant relationship between Mentoring and Employee Performance.	<b>Supported</b>
<b>H19</b>	Leadership Competencies mediates the significant relationship between Training and Development and Employee Performance.	<b>Supported</b>

#### **4.10 Chapter Summary**

The findings of this investigation are summarised in this section. The chapter opened with a background talk. The response bias test and the non-response bias test methods were investigated. Respondent profiles in public organisations were significantly diverse in gender, age, qualification, marital status, and occupational level. All mean, and standard deviation variables were tested to validate the descriptive statistics. Cronbach's alpha of variables has also been determined to assess the instrument's reliability and validity. This was followed by a review of factor loadings, composite reliability, and AVE values to improve data dependability. However, the AVE and composite dependability values in the research demonstrate the data's reliability and

validity. To ensure the results' accuracy, construct and convergent validity have been verified.

Finally, PLS-SEM was used to explore the factors' direct effects. Algorithms were used to uncover path coefficients, and bootstrapping was used to estimate the significance of pathways. The mediating variable was then presented. Similarly, algorithms were discovered, and  $R^2$  was evaluated to determine whether there had been any modifications. After choosing its significance, the mediating effects on the links between independent and dependent variables were identified. The relevance of the interaction items was determined using the same technique.

The route coefficients were first calculated, and then bootstrapping was applied. Consequently, this study drew attention since it revealed various stimulating correlations between the variables. In addition, the next chapter contains debates and findings, consequences, and recommendations. Furthermore, the next chapter includes discussions, conclusions, ramifications, and suggestions. This will help to understand the results and their theoretical and managerial consequences.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter's primary objective is to summarize and stress the main elements of the whole argument. As a result, this chapter provides the fundamental reasons and interpretations for the preceding chapter's findings. Following a brief summary of the findings, this chapter delves into a discussion and analysis of the results. Furthermore, this chapter discusses the theoretical and practical contributions.

Finally, the chapter concludes with a valuable assessment of the study's limitations and recommended topics for additional research. This chapter aims to outline the study findings and provide a detailed picture of all organizations or departments of Government housing in the UAE. The last chapter discusses the study's limitations and recommendations for further research. This final section discusses the study's findings.

#### **5.2 Summary of The Findings**

The UAE is one of the most developed economies in the Middle East region. It is classified as a high-income developing economy, and the leadership of the UAE aims to create a sophisticated knowledge-based economy. The oil and gas resources,

primarily located in Abu Dhabi, fuelled the rapid expansion of public infrastructure and services throughout the country.

The fundamental justification for this study is the improvement of employee performance in UAE government enterprises through the influence of talent management methods on leadership competencies. The study allows this research on employee performance by filling in the gaps between the available data and its practical applications. This study focuses only on employee performance, leadership skills, and talent management procedures. Employee performance in UAE government organizations makes up the study's population.

The government organizations in the United Arab Emirates will significantly benefit from the study's findings. Additionally, it may have implications for other fields, practitioners, business owners, organization policymakers, researchers, and academics. The model this study will present, which systematically explains how employee performance can be improved by materializing the performance of talent management practices on leadership competencies, is another significant contribution it will make to the sectors.

Employee stock options, which were introduced by some organizations to increase the affective commitment of employees towards the organization and were unheard of in the UAE, are among the quite innovative strategies the organizations have developed to increase employee engagement and make them feel like they are part of the organization in the UAE. Many organizations in the UAE's private and public sectors

have implemented distinctive plans to meet their future talent needs and contend with the challenge of the local markets.

Improving talent management within businesses results in crucial growth in the performance of the business and a shift from the domestic to the global market. Numerous public organizations have made significant investments in training their staff members to meet their talent needs as a result of the UAE government's growth, which has encouraged organizations to implement talent management in response to the rising level of Emiratization.

The study's model aims to explain the variation in employee performance by analysing the effect of talent management techniques on employee performance. Several experts said leadership skills would have been an effective mediator in this model. The underlying theories with supporting evidence, such as the resource-based view theory and the asset specificity theory, have different antecedents of employee performance that go beyond knowledge matters and can be covered as organizational resources, including processes, competencies, and technology.

Furthermore, to verify the reliability and validity of the instrument, Cronbach's alpha of variables has been calculated. This was followed by the evaluation of factor loadings as well as composite reliability and AVE values to enhance the reliability of the data. However, In the study, the values of the AVE and composite reliability show the reliability and validity of the data. To be sure about the results, construct validity and convergent validity have also been established.

Finally, PLS-SEM has been performed to investigate the direct impacts of the variables. The path coefficients were discovered using algorithms, and the importance of paths was determined via bootstrapping. Then the mediating variable was proposed. Likewise, algorithms were identified, and  $R^2$  was checked to see whether there were any changes.

After finding it significant, the mediating effects on the linkages between independent variables and dependent variables were recognized. The same procedure was assumed to determine the interaction items' significance.

Initially, the path coefficients were estimated, and bootstrapping was conducted in this regard. As a result, this study was attention-grabbing, revealing several stimulating relationships among the variables. Furthermore, discussions and conclusions, implications, and recommendations are presented in the following chapter. Moreover, discussions and conclusions, implications, and recommendations are presented in the subsequent chapter. This will clarify the findings as well as their theoretical and management implications.

### **5.3 Discussion and Interpretations of Findings**

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, thirteen 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. Other six indirect hypotheses derived from research questions based on mediation analysis have been presented and are connected to prior findings. The subheadings of the discussion section are organized around the research hypothesis.

### **5.3.1 The Effect of Realistic Job Preview on Employee Performance**

The study's first hypothesis was to confirm that “Realistic Job Preview has a significant relationship with Employee Performance”. On the basis of the results of PLS direct effects, the results indicated that Realistic Job Preview has a significant relationship with Employee Performance ( $\beta = 0.300$ ;  $t = 2.182$ ;  $p < 0.05$ ). 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 Realistic Job Preview and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Realistic Job Preview favor Employee Performance in developing countries like the UAE.

Realistic job preview 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 realistic job preview they found out that realistic job preview has a positive impact in increasing employee performance (Al

Awadhi, 2018; Neri & Wilkins, 2019; Pareek, 2018). Realistic job preview 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 found the significant impact of realistic job preview on employee performance in the government organizations in the UAE.

### **5.3.2 The Effect of Performance-Oriented Compensation on Employee Performance**

The study's second hypothesis was to confirm that “Performance-Oriented Compensation has a significant relationship with Employee Performance”. On the basis of the results of PLS direct effects, the results indicated that Performance-Oriented Compensation has a significant relationship with Employee Performance ( $\beta = 0.323$ ;  $t = 2.969$ ;  $p < 0.01$ ). Numerous research findings (Alzbaidi, 2020; Lawler, 2017; Mahlahla et al., 2020; Ochieng'Ojwang, 2019; YAU, 2020) indicate that there is a significant correlation between Performance-Oriented Compensation and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Performance-Oriented Compensation favour Employee Performance in developing countries like 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 employee performance (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 found the significant impact of performance-based payment on employee performance in the government organizations in the UAE.

### **5.3.3 The Effect of Work-Life Balance on Employee Performance**

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

It may be challenging to achieve the optimum work-life balance, 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). Work-life balance 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;).

Work-life balance is making the employees more comfortable, which highly affecting their performance (Khan, 2019; Sigilai, 2019). Based on that, the researcher found the significant impact of work-life balance on employee performance in the government organizations in the UAE.

#### **5.3.4 The Effect of Perceived Organizational Support on Employee Performance**

The study's fourth hypothesis was to confirm that “Perceived Organizational Support has a significant relationship with Employee Performance”. On the basis of the results of PLS direct effects, the results indicated that Perceived Organizational Support has a significant relationship with Employee Performance ( $\beta= 0.457$ ;  $t=4.102$ ;  $p<0.01$ ). 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 Perceived Organizational Support and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Perceived Organizational Support favour Employee Performance in developing countries like 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 (Claus, 2019; Matata, 2017). Some researchers that have researched perceived organizational support they found out that perceived

organizational support has a positive impact on increasing employee performance (AGARWAL, 2018; Damarasri & Ahman, 2020).

Perceived organizational support is making the employees feel valuable, 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 found the significant impact of perceived organizational support on employee performance in the government organizations in the UAE.

### **5.3.5 The Effect of Mentoring on Employee Performance**

The study's fifth hypothesis was to confirm that "Mentoring has a significant relationship with Employee Performance". On the basis of the results of PLS direct effects, the results indicated that Mentoring has a significant relationship with Employee Performance ( $\beta=0.486$ ;  $t= 3.453$ ;  $p<0.01$ ). 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 Mentoring and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Mentoring favour Employee Performance in developing countries like the UAE.

Mentorship 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 mentoring they found out that mentoring has a positive impact in increasing employee performance (Jing & E, 2003; Masri & Abubakr, 2019; Meyers, 2020; Salau et al., 2018; Sinha et al., 2016; SOPIAH et al., 2020). Mentoring 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 found the significant impact of mentoring on employee performance in government organizations in the UAE.

### **5.3.6 The Effect of Training and Development on Employee Performance**

The study's sixth hypothesis was to confirm that "Training and Development have a significant relationship with Employee Performance". On the basis of the results of PLS direct effects, the results indicated that Training and Development have a significant relationship with Employee Performance ( $\beta = 0.238$ ;  $t = 2.298$ ;  $p < 0.01$ ). 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 Training and Development and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Training and Development favor Employee Performance in developing countries like 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 they found out that training and development has

a positive impact in increasing employee performance (Chong et al., 2018; Dubey et al., 2017; Hoque, 2018; Nguyen & Watanabe, 2017; Santos & Gonçalves, 2018; Zeyada, 2018).

Training and development 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 found the significant impact of training and development on employee performance in the government organizations in the UAE.

### **5.3.7 The Effect of Realistic Job Preview on Leadership Competencies**

The study's seventh hypothesis was to confirm that “Realistic job preview has a significant relationship with Leadership Competencies”. On the basis of the results of PLS direct effects, the results indicated that Realistic job preview has a significant relationship with Leadership Competencies ( $\beta= 0.251$ ;  $t=3.213$ ;  $p<0.01$ ). Numerous research findings (Abdi et al., 2018; Ahmady et al., 2016; Alas & Mousa, 2016; Chatterjee et al., 2018; Harrison & Bazy, 2017; Jogaratnam, 2017) indicate that there is a significant correlation between Realistic job preview and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Realistic job preview favour Leadership Competencies in developing countries like the UAE.

Realistic job preview 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 (Bayanova et al., 2019; Lee & Jang, 2020). Some researchers that have

researched training and development they found out that training and development has a positive impact in increasing leadership competencies (Ax & Greve, 2017; Bayanova et al., 2019; Gochhayat et al., 2017; Lee & Jang, 2020; Pietersen, 2017; Shao, 2019). Training and development are leading to a growing of better employee's competencies, including leadership competencies (Harrison & Bazy, 2017; Schmiedel et al., 2019; SHKUNOVA et al., 2017). Based on that, the researcher found the significant impact of training and development on leadership competencies in the government organizations in the UAE.

### **5.3.8 The Effect of Performance-Oriented Compensation on Leadership Competencies**

The study's eighth hypothesis was to confirm that "Performance-Oriented Compensation has a significant relationship with Leadership Competencies". On the basis of the results of PLS direct effects, the results indicated that Performance-Oriented Compensation has a significant relationship with Leadership Competencies ( $\beta = 0.320$ ;  $t=3.102$ ;  $p<0.01$ ). Numerous research findings (Al Awadhi, 2018; Andriukaitienė et al., 2017; Cumberland et al., 2016; Neri & Wilkins, 2019; Pareek, 2018) indicate that there is a significant correlation between Performance-Oriented Compensation and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Performance-Oriented Compensation favour Leadership Competencies in developing countries like the UAE. Performance-based payment (PBC) is a system for gratifying workers economically, beyond their regular wages (Ahmed & Philbin, 2020; Seidel et al., 2017). 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 (Dirani et al., 2020; Shum et al., 2018). Some researchers that have researched

performance-based payment (PBC) they found out that performance-based payment (PBC) has a positive impact in increasing leadership competencies (Ahmed & Philbin, 2020; Mau, 2017; Mendenhall et al., 2017; Podgórska & Pichlak, 2019).

Performance-based payment (PBC) is leading to greater motivation for the employees to work on themselves better and this will improve their competencies including leadership competencies (Andriukaitienė et al., 2017; Cumberland et al., 2016). Based on that the researcher found the significant impact of performance-based payment (PBC) on leadership competencies in the government organizations in the UAE.

### **5.3.9 The Effect of Work-Life Balance on Leadership Competencies**

The study's ninth hypothesis was to confirm that “Work-Life Balance has a significant relationship with Leadership Competencies”. On the basis of the results of PLS direct effects, the results indicated that Work-Life Balance has a significant relationship with Leadership Competencies ( $\beta = 0.426$ ;  $t = 4.213$ ;  $p < 0.05$ ). Numerous research findings (Lawler, 2017; Ochieng'Ojwang, 2019; Presbitero, 2017; YAU, 2020) indicate that there is a significant correlation between Work-Life Balance and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Work-Life Balance favour Leadership Competencies in developing countries like the UAE.

The amount of time you spend working relative to the amount of time you spend with your family and doing activities you enjoy is known as your work-life balance: Getting the greatest work-life balance may be challenging (Kaleem, 2019; Naim & Lenka, 2017). Work-life balance has been linked to an improvement in leadership skills,

according to some researchers (Bhatia & Baruah, 2020; Botjani & Slana, 2018; Chaudhuri et al., 2018; Froese et al., 2020; Pooranee et al., 2020; Rawashdeh, 2018).

A more contented worker who is eager to learn new skills and competencies, including leadership competencies, is the result of work-life balance. Based on that, the researcher found a significant impact of work-life balance on leadership competencies in UAE government organizations.

### **5.3.10 The Effect of Perceived Organizational Support on Leadership Competencies**

The study's tenth hypothesis was to confirm that “Perceived Organizational Support has a significant relationship with Leadership Competencies”. On the basis of the results of PLS direct effects, the results indicated that Perceived Organizational Support has a significant relationship with Leadership Competencies ( $\beta = 0.422$ ;  $t = 3.091$ ;  $p < 0.01$ ). 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 Perceived Organizational Support and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Perceived Organizational Support favour Leadership Competencies in developing countries like the UAE.

Employee perception of organizational support measures how much they feel their employer values their contributions, is concerned for their welfare, and meets their socioemotional needs (Alzbaidi, 2020; Mahlahla et al., 2020). Some researchers that have researched perceived organizational support they found out that perceived organizational support has a positive impact in increasing leadership competencies

(Alias et al., 2016; Dadheech, n.d.; Maurya & Agarwal, 2018; Ogbari et al., 2018; Praise et al., 2020; Sabuncu & Karacay, 2016).

Perceived organizational support will help the employees to develop themselves, which will affect their competences (Khan, 2019; WMTNK & Dilanthi, n.d.). Based on that, the researcher found the significant impact of perceived organizational support on leadership competencies in the government organizations in the UAE.

### **5.3.11 The Effect of Mentoring on Leadership Competencies**

The study's eleventh hypothesis was to confirm that “Mentoring has a significant relationship with Leadership Competencies”. On the basis of the results of PLS direct effects, the results indicated that Mentoring has a significant relationship with Leadership Competencies ( $\beta = 0.491$ ;  $t = 3.276$ ;  $p < 0.01$ ). Numerous research findings (Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020) indicate that there is a significant correlation between Mentoring and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Mentoring favour Leadership Competencies in developing countries like the UAE.

Mentorship is a connection in which a more educated person assists to help much less experienced or much less educated person (Collings et al., 2019). The advisor may be older or more youthful than the individual being mentored; however, they should have a specific area of competence (bin Abdul Hamid et al., 2020; DP et al., 2020). Some researchers that have researched mentoring they found out that mentoring has a

positive impact in increasing leadership competencies (AGARWAL, 2018; Claus, 2019; Damarasri & Ahman, 2020; Kavoo, 2018; Matata, 2017; Mensah, 2019).

Mentoring will help to make sure that training is going as planned, and the employees will gain more competences (Al Aina & Atan, 2020; Krishnan et al., 2020). Based on that, the researcher found the significant impact of mentoring on leadership competencies in government organizations in the UAE.

### **5.3.12 The Effect of Training and Development on Leadership Competencies**

The study's twelfth hypothesis was to confirm that “Training and Development have a significant relationship with Leadership Competencies”. On the basis of the results of PLS direct effects, the results indicated that Training and Development have a significant relationship with Leadership Competencies ( $\beta= 0.434$ ;  $t= 3.613$ ;  $p<0.01$ ). Numerous research findings (Ahmetoglu et al., 2018; Altay et al., 2018; Jing & E, 2003; Meng & Berger, 2019; Pawirosumarto et al., 2017; Sinha et al., 2016) indicate that there is a significant correlation between Training and Development and Leadership Competencies. Thus, the findings of this research contribute to the generalization of the concept that Training and Development favour Leadership Competencies in developing countries like the UAE.

Enhancing organizational effectiveness includes developing teams, people, and groups within it (Chandrasekara & Weerasooriya, 2020; Ramli et al., 2018). Some scholars that studied training and development discovered that it positively affects the development of leadership abilities (Johennesse & Chou, 2017; Masri & Abubakr, 2019; Meyers, 2020; Ramli et al., 2018; Salau et al., 2018).

Training and development will ensure that training is carried out as intended and that employees are developing their skills. Based on it, the researcher found that training and development will have a substantial influence on leadership competencies in UAE government organizations.

### **5.3.13 The Effect of Leadership Competencies and Employee Performance**

The study's thirteenth hypothesis was to confirm that “Leadership Competencies have a significant relationship with Employee Performance”. On the basis of the results of PLS direct effects, the results indicated that Leadership Competencies have a significant relationship with Employee Performance ( $\beta= 0.581$ ;  $t= 7.407$ ;  $p<0.05$ ). Numerous research findings (Al Aina & Atan, 2020; Ebrahim, 2020; Vikas Gupta, 2019; Kavoo, 2018; Krishnan et al., 2020; Mensah, 2019) indicate that there is a significant correlation between Leadership Competencies and Employee Performance. Thus, the findings of this research contribute to the generalization of the concept that Leadership Competencies favour Employee Performance in developing countries like the UAE.

Employee performance is specified as to how an employee meets their job duties and implements their needed jobs (Naranjo-Valencia et al., 2017; Nguyen & Watanabe, 2017). It refers to the efficiency, top quality, and efficiency of their outcome (Dubey et al., 2017; Zeyada, 2018). Efficiency likewise adds to our evaluation of how beneficial an employee is to the organization (Hoque, 2018; Santos & Gonçalves, 2018). On the other hand, leadership competencies are management abilities and habits that contribute to remarkable efficiency (Chong et al., 2018; Shao, 2019).

By using a competency-based method to management, organizations can much better recognize and establish their next generation of leaders (Ax & Greve, 2017; Gochhayat et al., 2017). A focus on leadership proficiencies and ability advancement promotes better management (Lee & Jang, 2020; Pietersen, 2017).

Some researchers that have researched leadership competencies they found out that leadership competencies have a positive impact in increasing employee performance (Altay et al., 2018; Chong et al., 2018; Ebrahim, 2020; Gochhayat et al., 2017; Krishnan et al., 2020; Meyers, 2020; Naranjo-Valencia et al., 2017; Pawirosumarto et al., 2017; Pietersen, 2017; Santos & Gonçalves, 2018; SOPIAH et al., 2020). Leadership competencies is making the employees more qualified to do their jobs as assigned (AGARWAL, 2018; Mensah, 2019). Based on that the researcher found significant impact of leadership competencies on employee performance in the government organizations in the UAE.

#### **5.3.14 Leadership Competencies Mediates the Relationship Between Realistic Job Preview and Employee Performance**

The fourteenth hypothesis of the study was to check the mediating role of Leadership Competencies between Realistic Job Preview and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Realistic Job Preview and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly

mediates Realistic Job Preview and Employee Performance ( $\beta = 0.230$ ;  $t = 2.689$ ;  $p < 0.01$ ) as can be seen that the calculated t-value is 2.689, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Realistic Job Preview and Employee Performance. Similarly, the p-value is 0.004, below the threshold level of 0.05. This further ensures that Leadership Competencies mediate the relationship between Realistic Job Preview and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to

succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).

Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates

that leadership Competencies positively mediate the link between Realistic Job Preview and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

### **5.3.15 Leadership Competencies Mediates the Relationship Between Performance-Oriented Compensation and Employee Performance**

The fifteenth hypothesis of the study was to check the mediating role of Leadership Competencies between Performance-Oriented Compensation and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Performance-Oriented Compensation and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly mediates Performance-Oriented Compensation and Employee Performance ( $\beta = 0.228$ ;  $t = 3.532$ ;  $p < 0.01$ ) as can be seen that the calculated t-value is 3.532, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Performance-Oriented Compensation and Employee Performance. Similarly, the p-value is 0.001, below the threshold level of 0.05. This further ensures that Leadership Competencies mediate the relationship between Performance-Oriented Compensation and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).

Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership Competencies positively mediate the link between Performance-Oriented Compensation and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

#### **5.3.16 Leadership Competencies Mediates the Relationship Between Work-Life Balance and Employee Performance**

The sixteenth hypothesis of the study was to check the mediating role of Leadership Competencies between Work-Life Balance and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Work-Life Balance and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly mediates Work-Life Balance and Employee Performance ( $\beta= 0.273$ ;  $t= 2.766$ ;  $p<0.01$ ) as can be seen that the calculated t-value is 2.766, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Work-Life Balance and Employee Performance. Similarly, the p-value is 0.004, below the threshold level of 0.05. This further ensures that Leadership Competencies mediate the relationship between Work-Life Balance and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).

Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns

et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership Competencies positively mediate the link between Work-Life Balance and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

### **5.3.17 Leadership Competencies Mediates the Relationship Between Perceived Organizational Support and Employee Performance**

The seventeenth hypothesis of the study was to check the mediating role of Leadership Competencies between Perceived Organizational Support and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Perceived Organizational Support and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly mediates Perceived Organizational Support and Employee Performance ( $\beta= 0.229$ ;  $t= 2.552$ ;  $p<0.01$ ) as can be seen that the calculated t-value is 2.552, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Perceived Organizational Support and Employee Performance. Similarly, the p-value is 0.004, below the threshold level of 0.05. This

further ensures that Leadership Competencies mediate the relationship between Perceived Organizational Support and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).

Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership Competencies positively mediate the link between Perceived Organizational Support and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

### **5.3.18 Leadership Competencies Mediates the Relationship Between Mentoring and Employee Performance**

The eighteenth hypothesis of the study was to check the mediating role of Leadership Competencies between Mentoring and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Mentoring and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly mediates Mentoring and Employee Performance ( $\beta= 0.285$ ;  $t= 2.957$ ;  $p<0.01$ ) as can be seen that the calculated t-value is 2.957, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Mentoring and Employee Performance. Similarly, the p-value is 0.003, below the threshold level of 0.05. This further ensures that Leadership Competencies mediate the relationship between Mentoring and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020).

An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz, 2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).



Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical

outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership Competencies positively mediate the link between Mentoring and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

### **5.3.19 Leadership Competencies Mediates the Relationship Between Training and Development and Employee Performance**

The nineteenth hypothesis of the study was to check the mediating role of Leadership Competencies between Training and Development and Employee Performance in the UAE Public Sector, for which the hypothesis was drawn as follows “Leadership Competencies mediate the relationship between Training and Development and Employee Performance in the UAE Public Sector”.

The result of the hypothesis is supported by a sample of 280 respondents from all organizations or departments of Government housing in the UAE, which has shown that Leadership Competencies hold a significant mediating role that significantly mediates Training and Development and Employee Performance ( $\beta= 0.346$ ;  $t= 3.876$ ;

$p < 0.01$ ) as can be seen that the calculated t-value is 3.876, which is above the threshold level of 1.96.

Therefore, the hypothesis has been accepted that Leadership Competencies significantly mediate between Training and Development and Employee Performance. Similarly, the p-value is 0.000, below the threshold level of 0.05. This further ensures that Leadership Competencies mediate the relationship between Training and Development and Employee Performance in the UAE Public Sector.

The capacity of an individual, organization, or corporation to "lead," influence, or direct different other people, teams, or entire companies is referred to as leadership. Leadership is both a research field and practical competence. Leadership competencies are management skills and routines that help achieve exceptional effectiveness. Employing a competency-based approach to management enables firms to identify and develop their next generation of leaders (Kim et al., 2020; Mirhosseini et al., 2020). An emphasis on improving management skills and leadership abilities encourages better leadership (Lewis, 2016; Seemiller, 2017). Better leadership is promoted by focusing on developing leadership Competencies (Bruns et al., 2017; A. Hussain & Ashcroft, 2020).

Competencies for leading the organization, leading oneself, and leading others are divided into the overall framework (Auffret et al., 2017; Norzailan, Yusof, et al., 2016). When selecting and developing leaders, HR professionals should consider the individual's knowledge and contrast it with those who require further development to succeed in a management capacity (Salvage et al., 2019; Wiewiora & Kowalkiewicz,

2019). Organizations may choose more wisely when hiring, promoting, and developing leaders by comparing candidates' current competencies to those needed to fill a leadership role (Vishal Gupta et al., 2018; Rios et al., 2018).

Researchers concur that given the following service environment trends, the most critical management skills will be successful adjustment management, building talent/teams, and being an effective collaborator/network house builder (Farver et al., 2016; Megheirkouni, 2017).

Organizations must consider the specific strategy and desired business results of the particular organization in addition to future business trends to shape the development of leadership competencies (Megheirkouni, 2017; Seidel et al., 2017; Simmons et al., 2020). Organizations may effectively develop a leadership brand by developing competence models representing the company's future strategy and the critical outcomes for stakeholders (such as consumers, shareholders, and investors) (Korzynski et al., 2020; Shum et al., 2018; Simmons et al., 2020).

Additionally, a number of researchers have examined the role of leadership skills as a mediator in a number of independent variables, including some of the variables in this study and their relationship to employees' performance (Brooks & Silva, 2016; Bruns et al., 2017; Kim et al., 2020; Lewis, 2016; Mirhosseini et al., 2020; Ross, 2017; Seemiller, 2017). They discovered that leadership abilities significantly contribute to better anticipating the variation of dependent variables associated with employee performance (Ma, 2018; Park et al., 2017). Based on that, the researcher anticipates that leadership Competencies positively mediate the link between Training and

Development and employee performance (Barclift et al., 2017; Cotter et al., 2016; Karaca et al., 2020).

#### **5.4 Implications of the Study**

The present study may assist academics in better understanding the function and nature of talent management practices and their influence on Leadership Competencies and Employee Performance (Barkhuizen et al., 2014; Al Awadhi, 2018). It would benefit officials and other business sectors to embrace talent management practises that would aid in acquiring an organisation with Employee Performance at all organizations or departments of Government housing in the UAE. One of the most important contributions of this study is its confirmation that Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, Leadership Competencies, and Employee Performance can all help an organisation develop a foundation of creative knowledge (Neri & Wilkins, 2019).

##### **5.4.1 Theoretical Implications**

The employee's performance is measured against the company's established performance benchmarks (Rodriguez & Walters, 2017). Several processes, including productivity, efficiency, high quality, profitability, and effectiveness, may be considered when evaluating performance (Ha et al., 2017). Firstly, the current research extends the talent management practices literature by providing a richer understanding of six different talent management practices: “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development”.

The findings of the current study have been added to the existing literature on employee performance inside the departments of Government housing in the UAE. The research also advanced the conceptualization and measurement of employee performance in the departments of Government housing in the UAE, to get the phenomenon further precisely in the public sectors. This study's research framework has been based on the earlier empirical evidence and theoretical gaps associated with the literature. This effect has not been studied empirically in this way before, as far as the researcher is aware.

Although research reveals the connection between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance” on separate bases, mainly in a western context, the findings of such research can't be generalised to real-world situations like the UAE. The present study empirically investigated the relationship between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development” through the mediating impact of leadership competencies in the context of the departments of Government housing in the UAE.

The current study's findings have verified employees' observations of “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development in employee performance”. Furthermore, the present research joined the gap in employee performance literature in the context of the departments of Government housing in the UAE. Precisely, the current research enhanced the understanding of how “realistic job

previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development” influence employee attitudes toward leadership competencies and gaining employee performance.

The current research has likely recognized the collective role of “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development on organizational employee performance” in the context of the departments of Government housing in the UAE. Therefore, the current research found significance for organizations utilizing several talent management practices. This result of the current study provides suitable guidelines for leaders to understand the best talent management practices. The study has been set to find transparency over prior erratic research outcomes.

The present researcher has made an additional effort to overcome the limitation emphasized in the prior research (Jabeen & Isakovic, 2018; Evelyne, 2019; Jabeen & Goudi, 2018). Thus, the empirical finding of the present research has been provided to the body of knowledge on the linkages between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development”, and identifying their impact and gaining high employee performance. The researcher emphasized that the area of researchers discovered is empirically rare, specifically in the UAE contexts. The present research contributed new knowledge with respect to the Arab region as to how employees` results and behaviors might be improved through “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development”.

The significant theoretical contributions of the research are that talent management practices like “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development” were found to be significantly related to employee performance. These outcomes also determined that talent management practices are the sources of superior employee performance. The results suggest “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development” are the value and implications for the departments of Government housing in the UAE. Leaders in organisations must thus possess the necessary flexibility, originality, and competence to adopt and implement effective talent management practises as circumstances demand.

Another theoretical contribution of this study is the identification of direct links between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and leadership competencies”, where the findings of the current research support the conception of previous studies (Gochhayat et al., 2017; Lee & Jang, 2020; Mendenhall et al., 2017; Podgórska & Pichlak, 2019; Ochieng'Ojwang, 2019; Ogbari et al., 2018; Praise et al., 2020; Claus, 2019; Masri & Abubakr, 2019). As in earlier studies, there have been no consistent findings; thus, the direct linkages and outcomes of the current research are also a noteworthy theoretical contribution, which is still rare, especially in the context of the UAE.

The current study's findings revealed significant support for the notion of the Resource Based View Theory. The applicability of Resource Based View Theory which has been previously utilized across various circumstances in the western context, is now extended to organizational employee performance and talent management linkages in the context of the departments of Government housing in the UAE. Leadership competencies as a mediating variable is one of the primary theoretical contributions of the present study, allowing for a better clarification and understanding of the relationship between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance”.

The level of mediation between "realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance " is the single most important factor in determining the criterion variable. Furthermore, the mediating influence of leadership competencies on the relationships between " realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance " has never been experimentally tested.

The previous studies test the direct relationship between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance”. Thus, the present study tested leadership competencies as a mediator and revealed that leadership competencies enhance and employee performance (Berger, 2020; Collings

et al., 2017; De Boeck et al., 2018; Khilji & Schuler, 2017; Khoreva et al., 2017; Scullion & Mullholland, 2020; Vaiman et al., 2017; Whysall et al., 2019). Therefore, it is clear, and the researcher also emphasised this, that the region in which the researchers identified is empirically unpredictable and adds to the body of knowledge by using the mediating influence of leadership competencies between “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance”.

#### **5.4.2 Practical Implications**

The present study's outcomes in this research have various policies and practical implications for public sector organizations. This research might involve a superior understanding of talent management practices. Leadership competencies continue extended performance enhancement, additional work, and involvement in organizational employee performance. The earlier research revealed that when leaders do not act positively toward employees, there is a further chance that leadership competencies will cease (Tyskbo, 2019; Wiblen, 2016; Williamson & Harris, 2019). In the present study, the researcher intends to highlight the significance of “realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance” in the departments of Government housing in the UAE.

Thus, the present research is not only contributed to the theoretical perspective, but it also has considerable practical value for talent management practices, which are then able to address these factors in a preventative manner and avoid problems associated

with employee performance (Ha et al., 2017). The research results from the anticipated understanding of talent management practices, employee performance, and leadership competencies, which are crucial for organizations. The research framework offers policies to leaders and managers regarding what is required to increase the employee performance level.

Based on the resource-based view (RBV) theory, if leaders provide a supportive and encouraging work environment because of supportive talent management practices, employees distinguish those practices as the appreciation of employees' efforts, and therefore, employees will be more successful which will provide a better employee performance to an organization. Finally, managers should also understand the mediating effect of leadership competencies in the relationship between "realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development", and employee performance. Leadership competencies create a winning environment in the organizations as employees develop a sense of achievement.

Leadership competencies support and inspires other workers and make the work simpler and joy-able, enhancing organizational employee performance (Valdivia et al., 2019). The outcome of the present study shows that leadership competencies mediate between "realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance". Hence, it can contribute to the managerial commitment method in relation to the organizational approach. Therefore, this study may assist the policymaker in following talent management practices that enrich leadership

competencies. The managers and leaders must pay sufficient consideration to develop and manage employee talent to gain employee performance. Likewise, the policymaker must be concerned about the selected talent management practices because it influences main variations in employee opinions and helps organizations compete in the competitive market. Additionally, such talent management practices can potentially convince and motivate employees to succeed in the workplace.

The results of this study showed that all of the factors in the research framework predict employee performance very well. So, using the results of the current study and taking into account the current situation, the right talent management practises can be chosen, which could help organisations get a good place in the market.

### **5.5 Limitations of the Study and Recommendations for Future Studies**

Using a cross-sectional study methodology is one of the study's limitations; leadership qualities and employee performance are generally long-term processes that may be investigated using a longitudinal research design. Furthermore, adopting quota sampling impacts the conclusion that can be used to some extent; the follow-up study could improve the sampling method and be based on the influence of the circumstance mentioned further.

First, realistic job preview, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training, and development are other critical areas for policymakers, according to the current study findings. Realistic job preview, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training, and development for employees (Bhatia

& Baruah, 2020; Chaudhuri et al., 2018; Alzbaidi, 2020; Lawler, 2017; Cocuřová, 2020; Collings et al., 2019; Abdulkarim & Kah, 2020; Al Aina & Atan, 2020; Dubey et al., 2017; Meng & Berger, 2019; Chong et al., 2018; Gochhayat et al., 2017). However, the role of environment and culture in the relationship between realistic job preview, performance-oriented compensation, work-life balance, perceived organizational support, mentoring, training and development, and employee performance has yet to be addressed or analyzed.

Second, the current study's outcomes identified which talent management practices are appropriate for developing employee performance in certain conditions. Furthermore, realistic job previews, performance-based compensation, work-life balance, perceived organizational support, mentoring, training, and development are all part of organizational talent management practices that focus on the leader's ability to inspire employees through rewards or other techniques to boost and improve employee performance. Other aspects, such as the moderating effects of demographic characteristics, have yet to be investigated. Third, the research was carried out during a pandemic. Thus, the most significant constraint, which was practically challenging to overcome, was generalizing the data and failing to address the pandemic effect. As a result, future research should include environmental effects that substantially impact the behaviors of talent management practices and employees, which in turn influence organizational and employee performance.

The current study contains significant limitations, which should have been disclosed in the final section. Future recommendations are based on the current study's limitations. The current study used a cross-sectional technique, which does not accept

causal inferences from the population over a longer time. As a result, future researchers should consider a longitudinal strategy to validate the current study's findings. This research is based on self-reported questionnaire data. As the variable was measured using a single survey instrument, the chance of standard method variance may have prevailed. This study uses perceptual data to generate independent and dependent variables. Because of this goal, future studies must include ways to reduce common method variances, such as using perceptions data and goal measures.

Finally, the subordinate reactions vary between cultures in ways that were not considered. Future studies should address this issue by segmenting the analyses based on employee level. Finally, cultural influences' impact on talent management practices' outcomes should be investigated further in a follow-up study.

## **5.6 Conclusion**

The present study has provided additional evidence to the growing body of knowledge concerning the mediating role of Leadership Competencies in the relationship between Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, and Employee Performance. Findings from this research support the significant theoretical propositions.

Particularly, the current study has effectively responded to all research questions along with the objectives despite certain of its limitations. While many researchers have been analyzing the fundamental causes of failure to gain Employee Performance. Moreover,

the present study addressed the theoretical gap by incorporating the mediating role of Leadership Competencies as a significant mediating variable.

The theoretical framework of this research has also been added to the Resource Based View Theory domain by examining the mediating effect of Leadership Competencies in the relationship between Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, and Employee Performance.

The results of this study suggest that depending upon the circumstances, talent management practices may prove fruitful in developing Employee Performance. In contrast, strong support and a significant increase in Employee Performance have been seen after adding Leadership Competencies as a mediating variable.

The study's findings highlighted a statistically significant relationship between Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, and Employee Performance. Similarly, the mediating role of Leadership Competencies is between Realistic Job Preview, Performance-Oriented Compensation, Work-Life Balance, Perceived Organizational Support, Mentoring, Training and Development, and Employee Performance. This study confirms the important role of talent management practices and Leadership Competencies in organizational success.

Furthermore, Leadership Competencies mediated the relationship between talent management practices and Employee Performance. As a result, this study has contributed to the literature on Employee Performance. In addition to the theoretical contributions, the outcomes of this research offer several significant practical implications for managers and policymakers.

However, by revealing the significant impact of talent management practices on Employee Performance. This research indicated that these factors are significantly crucial in fostering the employees' encouraging attitudes and improving Employee Performance. In conclusion, it could be contended that the top management of the organizations must pay further attention to proper and supportive talent management practices to increase Employee Performance by giving them enough space for experimentation to increase employee performance.

As a result, organizations must implement effective policies to ensure talent management obtains Employee Performance in the future. In summary, the current study has combined valuable theoretical and practical understandings of talent management practices in Leadership Competencies, particularly Employee Performance.

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