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**THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE
PERFORMANCE IN THE TOWN PLANNING AND SURVEY
DEPARTMENT OF THE UNITED ARAB EMIRATES: THE
MEDIATOR ROLE OF MOTIVATION**



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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2025**

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DEPARTMENT OF THE UNITED ARAB EMIRATES: THE
MEDIATOR ROLE OF MOTIVATION**



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



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ABSTRACT

In today's competitive public sector environment, many organizations struggle to attract, develop, and retain skilled employees capable of sustaining high performance. This challenge is particularly evident in government departments in the UAE, where limited attention has been given to how talent management practices influence employees' motivation and performance. Hence, this study examined the relationship between talent management (talent acquisition, talent development, and talent retention) and motivation on employees' performance in the Town Planning and Survey Department in the UAE. The study employed a cross-sectional survey method with 325 questionnaires distributed to the Directorate of Town Planning and Survey (DTPS) in Sharjah. However, only 208 of the questionnaires were usable for further analysis. Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis was used to test the direct and mediating hypotheses. The results of this study showed that there was no significant effect of talent acquisition and talent retention on employee performance in the Town Planning and Survey Department. In contrast, the study found a positive and significant relationship between talent development and employee performance in the Town Planning and Survey Department in the UAE. On the other hand, it was found that talent management has a positive and significant impact on motivation in the Town Planning and Survey Department in the UAE. Alongside, the findings showed a positive and significant impact of motivation on employee performance in the Town Planning and Survey Department in the UAE. Furthermore, the present study indicated the importance of motivation as a mediator in the relationship between talent management and employee performance in the Town Planning and Survey Department in the UAE. Theoretically, this study contributed to the use of Resource-Based Theory and Herzberg's Motivation-Hygiene Theory in studying the context of talent management factors and motivation in improving the employees' performance in the Town Planning and Survey Department in the UAE. From a practical point of view, this study revealed that developing employees' skills and motivation mechanisms can substantially improve performance outcomes in the public sector. Therefore, the study will help managers, practitioners and decision makers to implement practices and strategies to improve the employees' performance.

Keywords: Talent Acquisition, Talent Development, Talent Retention, Motivation, Employee Performance, United Arab Emirates.

ABSTRAK

Dalam persekitaran sektor awam yang kompetitif hari ini, banyak organisasi menghadapi kesukaran untuk menarik, membangun dan mengekalkan pekerja mahir yang mampu mengekalkan prestasi tinggi. Cabaran ini amat ketara di jabatan kerajaan di UAE, yang mana perhatian telah diberikan kepada bagaimana amalan pengurusan bakat mempengaruhi motivasi dan prestasi pekerja. Oleh itu, kajian ini mengkaji hubungan antara pengurusan bakat (pemerolehan bakat, pembangunan bakat dan pengekalakan bakat) dan motivasi terhadap prestasi pekerja di Jabatan Perancangan dan Ukur Bandar di UAE. Kajian ini menggunakan kaedah tinjauan keratan rentas dengan 325 soal selidik yang diedarkan kepada Direktorat Perancangan dan Ukur Bandar (DTPS) di Sharjah. Walau bagaimanapun, hanya 208 soal selidik yang boleh digunakan untuk analisis lanjut. Analisis *Partial Least Squares Structural Equation Modelling* (PLS-SEM) telah digunakan untuk menguji hipotesis langsung dan pengantara. Keputusan kajian ini menunjukkan bahawa tiada kesan signifikan antara pemerolehan bakat dan pengekalakan bakat terhadap prestasi pekerja di Jabatan Perancangan dan Ukur Bandar. Sebaliknya, kajian ini mendapati hubungan yang positif dan signifikan antara pembangunan bakat dan prestasi pekerja di Jabatan Perancangan dan Ukur Bandar di UAE. Sebaliknya, dapatan kajian mendapati bahawa pengurusan bakat mempunyai kesan positif dan signifikan terhadap motivasi di Jabatan Perancangan dan Ukur Bandar di UAE. Di samping itu, dapatan kajian menunjukkan kesan positif dan signifikan motivasi terhadap prestasi pekerja di Jabatan Perancangan dan Ukur Bandar di UAE. Tambahan pula, kajian ini menunjukkan kepentingan motivasi sebagai pengantara dalam hubungan antara pengurusan bakat dan prestasi pekerja di Jabatan Perancangan dan Ukur Bandar di UAE. Secara teorinya, kajian ini menyumbang kepada penggunaan Teori Berasaskan Sumber dan *Herzberg's Motivation-Hygiene Theory* dalam mengkaji konteks faktor pengurusan bakat dan motivasi dalam meningkatkan prestasi pekerja di Jabatan Perancangan dan Ukur Bandar di UAE. Dari sudut pandangan praktikal, kajian ini mendedahkan bahawa pembangunan kemahiran dan mekanisme motivasi pekerja dapat meningkatkan hasil prestasi dalam sektor awam dengan ketara. Oleh itu, kajian ini akan membantu pengurus, pengamal dan pembuat keputusan untuk melaksanakan amalan dan strategi bagi meningkatkan prestasi pekerja.

Kata Kunci: Pemerolehan Bakat, Pembangunan Bakat, Pengekalakan Bakat, Motivasi, Prestasi Pekerja, Emiriah Arab Bersatu.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This introductory chapter presents the essential parts of the current study. This chapter first provides the background of study and problem statement. Following that, the research questions and objectives of this study are presented. This chapter also presents the scope and significance of this study. Operational definitions of key terms used in this study are also provided. Thesis organisation is presented at the end of this chapter.

1.2 Background of Study

Talent management (TM) primarily serves to ensure responsible implementation of TM initiatives (Anlesinya & Amponsah-Tawiah, 2019). An effective system of TM incorporates the principles of equal opportunity and equity. Fundamentally, employees with excellent skills and capabilities are valuable assets to the organisations. These employees would contribute significantly to the growth and competitive advantage of the organisations when their skills and capabilities are effectively maximised. Highly skilled employees demonstrate excellent performance and outcomes (Tlaiss, 2020).

Therefore, organisations dynamically strive to strengthen the utilisation of TM strategies and determine their influence on various organisational aspects, including organisational performance. This is particularly pivotal when it comes to recognising and retaining key employees.

The growing focus of organisations in attaining exceptional employee performance has contributed to the increasing importance of TM globally. An organisation with a strong employer brand possesses the capacity to recruit and retain highly skilled employees, establishing a robust correlation between TM and employee performance. Recent studies have demonstrated the critical need to execute effective organisational management for TM. With the lack of good talents, it has become a global challenge for organisations that seek to expand their operations or boost profitability. TM drives individuals to invest their emotional and cognitive resources into their job responsibilities, making it a pivotal role to promote employee engagement and work dedication (Mahmoud, 2019).

Organisations make efforts to strengthen their internal environment, support their workforce, and enhance the skills and capabilities of their workforce in order to achieve higher levels of organisational performance and excellence, ensuring their continued existence and expansion. Therefore, a more comprehensive analysis of performance is pertinent. There has been a substantial growth in government research on performance evaluation over the past two decades (Knies & Leisink, 2018). In the contemporary context, strategic management promotes the interconnectedness between an internal environment and human resource (HR) management for organisational performance (Anwar & Abdullah, 2021).

Performance plays a significant role from the individual and organisational perspectives. Employee performance has recently gained significant research interest (Sopiah et al., 2020). The significance of employee performance is of strategic importance for organisations, particularly in their efforts of addressing global challenges (Yoon et al., 2019). Employee performance exerts direct influence on organisational efficiency and overall performance (Sopiah et al., 2020).

Essentially, a holistic approach to TM encompasses performance management, succession planning, professional development, and workforce planning. The implementation of this approach is important for an organisation to facilitate the growth and advancement of the organisation itself and its workforce. Comprehensively trained employees within an organisation facilitate the attainment of enhanced outcomes. The primary policies used by organisations are related to TM, performance, knowledge storage, succession planning, creativity and innovation development, leadership development, and global workforce administration.

Meanwhile, motivation denotes the fundamental impetus of one's action, serving as the catalyst for initiation and persistence, while concurrently shaping the overall trajectory of one's behaviour. As a key determinant, motivation plays a pivotal role in influencing employee performance. It elucidates the correlation between HR practices (e.g., TM) and employee performance. Motivation drives one's action, initiates and sustains an activity, and establishes a set of guidelines for one's behaviour (Gheitani et al., 2019).

Focusing on the Department of Town Planning and Survey in the United Arab Emirates (UAE), the current study aimed to examine the influence of TM on employee performance and the mediating role of motivation in this particular relationship. Prior studies examined the role of people management in strengthening organisational performance. It was deemed imperative for this study to empirically assess the influence of various factors, such as TM and motivation, on organisational performance in order to ascertain the relationship between TM and employee performance. A conceptual framework on the relationship between these key constructs was developed based on a comprehensive review of prior studies.

1.3 Problem Statement

Organisational studies have recognised performance as a key determinant for both public and private organisations. Recent studies have noted the growing concerns over employee performance (Sopiah et al., 2020). Its close association with organisational performance and efficiency contributes to the significant role of employee performance in addressing global challenges (Yoon et al., 2019; Sopiah et al., 2020). Both individuals and organisations share a common concern for performance. Therefore, a significant emphasis is placed on conducting thorough research and providing practical attention to employee performance.

Realising talent targets has become a challenge for numerous organisations (Charan et al., 2018). The influence of contextual factors on TM, particularly in relation to talent attraction, talent development, and talent retention, is still insufficient (Tyskbo, 2019). The public sector operates across a range of practices that are influenced by various factors, including interests, motives, reasoning, regulations, and standards (Johnston, 2020). Studies have also acknowledged the influence of contextual factors on the

design and implementation of TM (Gallardo-Gallardo et al., 2020). However, the understanding on the evolution of TM in the public sector is still lacking following the relatively lower research interest on this particular phenomenon (Kravariti & Johnston, 2020). Studies have also posited the lack of understanding on the influence of key actors on both individual and organisational outcomes. According to Meyers et al. (2020), studies have asserted the need to explore various TM constructs across multiple levels of study such as talent philosophies and talent identification. Wickramaaratchi and Perera (2020) also noted a scarcity of empirical example on the direct correlation among TM and employee performance within the context of public sector.

Evidently, TM goes beyond the processes of recruiting, cultivating, and evaluating talents (Tash et al., 2016). TM positively influences employees' personal growth, happiness, and performance. Previous studies identified effective TM as a key determinant for organisations to attain sustainable competitive advantage (Ingram & Gold, 2016). Besides that, Ali and Mehreen (2020) proposed the need for future research to explore the influence of job requirements on employee performance and talent practices, specifically in relation to hindrance and challenge demands. Despite the increasing emphasis on TM, related studies have remained scarce (Sopiah et al., 2020). The lack of empirical evidence on TM in the developing world underscores the need for a comprehensive evaluation of the existing concerns in this area. Based on the Executive Opinion Survey (2021) report presented by the World Competitiveness Centre MD, talent-competitive countries must maintain the balance between improving their own talent pool and recruiting well-qualified professionals from other countries.

The Dubai Competitiveness Report (2018) highlighted the critical need to strengthen the local talent pool development for enhanced labour market engagement. It is not sustainable to solely depend on recruiting foreign talent pool in the long run. A highly competitive economy effectively balances between the recruitment of foreign talent and the development of domestic talent. The report further proposed Emirate's need for competitiveness to enhance local talent development in Dubai. Employee training and talent retention, which boost higher levels of motivation, are pivotal in cultivating and retaining a robust local talent pool. A strategic programme prioritising committed local talent pool development is essential for the effective attainment of long-term competitiveness.

Focusing on DTPS, Sulaiman (2018) highlighted the absence of a distinct and precise approach for effective improvement of overall organisational performance through employees despite the execution of commendable HR practices. The study also noted the lack of specialised key competencies among the employees in certain department units to effectively realise the targets associated with strategic indicators. In addition, the study emphasised the significance of implementing TM practices to effectively attract and cultivate a skilled workforce and identified several DTPS areas in need of improvement, such as the absence of a motivation policy for the cultivation of a positive work environment and a higher level of employee satisfaction, the lack of a talent policy or strategy to effectively manage various aspects like talent attraction, development, and retention, and the lack of key competencies in many department units to achieve strategic objectives.

Meanwhile, Mahjoub (2018) highlighted the positive influence of job motivation in project-based organisations on the project success. More studies on the influence of strategic TM on the achievement of project goals in project-based organisations across diverse industries are clearly warranted. Another area of interest for future research may involve assessing the influence of project managers' endorsement of strategic TM on the achievement of project goals in project-based organisations.

In another similar study on DTPS, El-Ali (2021) assessed the influence of administrative reforms on the attainment of organisational excellence. The study's results proposed the need to emphasise retaining talented employees to facilitate the sharing of knowledge and experiences in the workforce. The study also highlighted the promising prospects of employees to derive benefits from the capacity to translate tacit knowledge to explicit information for their daily tasks at the workplace, resulting in higher job performance and overall employee productivity.

Focusing on DTPS within the same settings, Ethraa's consultant team (2022) noted several means to identify gaps. Firstly, robust strategies to recruit key talents with respect to the organisational needs should be established. Apart from formulating strategic plans to recruit and select talents, DTPS should make strategic efforts to develop and retain these talents, ensuring their long-term commitment. Secondly, DTPS should actively motivate employee participation in innovation and development initiatives by fostering a supportive work environment that recognises and rewards employees' contributions and achievements. Lastly, DTPS should implement systems that facilitate effective knowledge transfer process from experienced employees to new employees in order to promote new hires' capabilities and professional growth. The study also presented various recommendations with the goal of mitigating the

identified limitations and strengthening the organisational performance. With the goal of determining specific abilities, competencies, and performance for the realisation of organisational purpose, vision, and strategic objectives, it is crucial that organisations focus on the assessment of talents and skills and formulate strategic initiatives aimed at attracting, training, and retaining key talents.

Addressing these highlighted gaps and shortcomings, the current study aimed to examine the relationships of TM, employee performance, and motivation within the context of public sector in the UAE.

1.4 Research Questions

Based on the problem statement, this study addressed the following research questions:

1. How do TM in terms of talent acquisition, talent development, and talent retention influence employee performance in DTPS in the UAE?
2. How do TM in terms of talent acquisition, talent development, and talent retention influence motivation in DTPS in the UAE?
3. How does motivation influence employee performance in DTPS in the UAE?
4. Does motivation mediate the relationships of TM in terms of talent acquisition, talent development, and talent retention with employee performance in DTPS in the UAE?

1.5 Research Objectives

Overall, this study aimed to examine the relationships of TM, motivation, and employee performance in DTPS in the UAE. The specific objectives of this study are as follows:

1. To examine the influence of TM in terms of talent acquisition, talent development, and talent retention on employee performance in DTPS in the UAE
2. To examine the influence of TM in terms of talent acquisition, talent development, and talent retention on motivation in DTPS in the UAE
3. To examine the influence of motivation on employee performance in DTPS in the UAE
4. To assess the mediating effect of motivation on the relationships of TM in terms of talent acquisition, talent development, and talent retention with employee performance in DTPS in the UAE

1.6 Scope of Study

This study focused on examining integrated TM and its influence on DTPS employees' motivation and performance. There are three key dimensions of TM practices, namely talent acquisition, talent development, and talent retention. These three dimensions were incorporated into this study's framework for analysis. The scope of this study focused on the influence and significance of talent acquisition, talent development, and talent retention in this field of study.

Sharjah was selected as this study's research domain, specifically as the primary data source for the testing of the proposed hypotheses. A quantitative methodology approach was selected to collect and analyse the data to achieve the study's research questions and objectives. In particular, a survey was conducted among DTPS employees. As a governmental institution in Sharjah, DTPS plays an important role in the development of Sharjah, especially in the planning of lands and urban cities and areas across the emirate. The selection of DTPS in this study intended to benefit other governmental organisations in achieving their objectives.

There are different DTPS branches across many cities of Sharjah. Therefore, the current study targeted DTPS employees in all branches across the emirate, including Al Dhaid, Dibba Al-Hisn, Kalba, and Kor Fakkan.

1.7 Significance of Study

Focusing on DTPS in the UAE, this study provided valuable insights on TM, motivation, and employee performance. Addressing the aforementioned gaps, the findings of the study significantly enriched the related literature and presented substantial theoretical and practical contributions that would benefit both scholars and practitioners.

With a particular emphasis on the context of public sector, this study expanded the current body of knowledge and addressed the scarcity of research on the phenomenon of TM and employee performance in emerging countries like the UAE. Focusing on the implementation of HR strategies, such as TM, and the use of intrinsic and extrinsic incentives for motivation, this study contributed practical insights on the improvement of employee performance through skill enhancement, which would significantly

benefit the authorities of DTSP and other public organisations in the UAE, as well as other managers, practitioners, and decision-makers. Furthermore, the current study's proposed model served as a foundation for the government of the UAE to formulate strategic regulations and policies, which can effectively contribute to the advancement, expansion, and effectiveness of public organisations.

1.8 Operational Definitions of Key Terms

Talent management: Collings, Mellahi, & Cascio (2023) defined talent management as “talent management is the systematic attraction, identification, development, engagement, retention, and deployment of individuals with high potential who are of particular value to an organization.”.

Talent acquisition is the processes of recognising and attracting individuals who match the different roles within an organisation, with the aim of facilitating the achievement of organisational goals (Kaleem, 2019).

Talent development is the expansion of one's capacity to effectively function in their present or future job and organization (Mikołajczyk, 2021).

Talent retention is how organization implementing a strategic plan to maintain their highly skilled and competent employees (Kaleem, 2019).

Employee performance: Al Montaser et al. (2025) defined employee performance as the comprehensive assessment of an individual's capabilities, skills and achievements within the workplace.

Motivation refers to a psychological encouragement through satisfaction and pride, which determines the direction of one's behaviour (George & Jones, 2012). In addition, Pasaribu, Dalimunthe, and Sembiring (2023) defined motivation as a process that involves one's willingness to exert more effort to meet personal and organisational goal.

1.9 Thesis Organisation

Overall, this thesis consisted of five chapters. The first chapter presented the study's overview, which included the study's background and problem statement. This chapter also contains the research questions and objectives of the study. The scope and significance of this study, as well as the operational definitions of key terms used in this study were also discussed. Thesis organisation was presented at the end of the chapter.

Following that, the second chapter reviews the current literature related to the constructs under study, namely TM, employee performance, and motivation. Besides that, this chapter discusses the underpinning theories of this study and the development of hypotheses.

The third chapter describes the research philosophy and research design. This chapter also describes the study's population and sample, the development of instrument, and the measurement of constructs. The selection of sample and the procedures involved to ensure the validity and reliability of the developed instrument are reviewed in this chapter. This chapter explains how all data were collected in this study and the statistical methods used to analyse the data. Ethical considerations are also discussed in this chapter.

The fourth chapter presents the obtained results of this study, which included the demographic profile of the respondents and the results of the testing of hypotheses. The final chapter discusses the key findings of the study, as well as the contributions of this study. Recommendations for future research are proposed at the end of the chapter.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current chapter primarily reviews pertinent literature on TM, employee performance, and motivation. This study aimed to examine the influence of TM on employee performance and the mediating role of motivation. The chapter describes also the of hypotheses' development in this study.

2.2 Nationalisation or Localisation in Gulf Cooperation Council and United Arab Emirates

Dirani (2018) highlighted a significant concern on talent management and development practices in the UAE. The study particularly noted the influence of a two-tier system, which involved Emirati residents and expatriates, respectively. Talent acquisition plays a pivotal role in TM, making it a key component that involves attracting, recruiting, and hiring individuals with key skillsets and competencies with respect to the organisational goals. Acquisition in this context refers to the process of acquiring talent.

A substantial number of employees in the public or governmental organisations are of foreign talents, suggesting the government's propensity of seeking foreign talents to fulfil certain roles or address specific organisational needs. It is pivotal to integrate local prospects into the process of talent acquisition.

In these recent years, Gulf Cooperation Council (GCC) countries have achieved significant economic growth, acquired substantial financial resources, and experienced a notable rise in the local populations. GCC countries have invested in education, healthcare, infrastructure, and other areas, which boost the overall quality of life, stability, and well-being of the local populations, driving this demographic shift. Despite the expansion of local talent pool, GCC countries encounter a high level of unemployment among the local populations (The World Bank, 2020), resulting in higher cases of crime and delinquency. In other words, increasing birth and unemployment rates have collectively propelled nationalisation across the GCC region (Elbanna, 2021).

Nationalisation or localisation in relation to specific objectives has been highlighted in numerous studies. Several prior studies quantitatively assessed the nationalisation plan aimed to prioritise the recruitment of the local talents over expatriates (Natheer et al., 2019). Following the local concerns, the primary goal of the nationalisation plan lies in the substitution of expatriates. Such phenomenon arises due to the increasing competitiveness in job opportunities between these two groups (Alsamara, 2022). There has been evidence on the propensity of expatriates to recruit talents of their own nationality, instead of making effort to support and nurture the local talents (Wood et al., 2020). Therefore, with respect to the government's strategic objectives, an

effective execution of TM practices in the public sector can promote and strengthen the attainment of nationalisation goals.

Besides that, there is a shortage of standardisation in the government sector's TM. For instance, the Dubai public sector still observes the conventional approach of talent acquisition and has limited awareness of the alternative approaches to attract talents, such as employer of choice and employer branding strategies (Jawali, 2021). The conventional approach of talent acquisition does not have a structured approach and promotes a more reactive inclination. According to certain interviewees, the utilisation of potentially effective assessment tools for talent recruitment has remained limited. As per the statements made by line managers, the recruiters demonstrate limited competencies to effectively oversee the assessment centres for talent recruitment.

In order to sustain the local talent pool, organisations must prioritise employee training and retention strategies (Talent Report, 2018), which can favourably boost the level of employee engagement at the workplace. A resilient local talent pool is highly crucial for an organisation's long-term competitiveness. Amiri and Shawali (2021) recommended more quantitative studies over a more diverse and extensive sample of different organisations for the generalisation of findings at broader levels, such as the sector or country levels.

2.3 Overview of Talent Management Practices in Gulf Cooperation Council and United Arab Emirates

As previously highlighted, GCC countries have witnessed remarkable socioeconomic growth and expansion in these recent years, which have enhanced the overall quality of life and socioeconomic welfare of the local populations. Despite the expansion of

local talent pool, GCC countries still face staggering issues of unemployment (The World Bank, 2020). The intense competition between the local and foreign talents for the same job opportunities has created an unfavourable perception towards the latter group (Alsamara, 2022). Furthermore, individuals from foreign countries tend to favour recruiting individuals from their own nationality (Wood et al., 2020). Elbanna (2021) linked high unemployment rates to the nationalisation plan across the GCC region.

There has been a significant change in the perception of the UAE government towards TM practices. These practices involve appealing, cultivating, and retaining competent individuals within an organisation. Various factors like employment policies, training and development programmes, and alignment of the workforce with the economic goals are essential and must be taken into account. The government of the UAE has shifted its focus to the development of a knowledge-based economy by attracting good talents and providing the needed skillsets to the local workforce according to the labour market needs and markets. Organisations in the UAE are also aware of the influence of a dual-tier structure involving Emirati natives and expatriates, respectively, on TM (Dirani, 2018).

As a result, the government of the UAE has introduced various measures to effectively manage and promote the growth of good talents, including the implementation of nationalisation or localisation plan. Various aims of localisation have been acknowledged as well. Prior studies quantitatively examined the nationalisation plan and contended the emphasis on the local workforce in the employment strategy (Natheer et al., 2019). The talent study underscored the significance of prioritising the local talent pool for sustainability given its significant influence on motivation.

Without a resilient local talent pool, it is highly challenging to attain long-term competitiveness. The implementation of a novel TM approach can effectively address existing gaps, uncertainty and ambiguity associated with TM, attract good talents, and provide the needed training and development on specialised skillsets (Amiri & Shawali, 2021).

2.3.1 Overview of Talent Management Practices in the United Arab Emirates

The adoption of a new TM strategy in the UAE enables organisations to properly deal with any shortcomings and confusion around TM, attract talented employees, and equip the workforce with the needed skillsets and competencies (Shawali, 2021). In support of the country's economic diversification and development goals, the government of the UAE has proactively adopted and implemented various TM practices to recruit, cultivate, and retain good talents. This subsection outlines the key TM practices in the UAE as mentioned by (Shawali, 2021):

- I. **Nationalisation initiatives:** Focusing on increasing local employment in the workforce, nationalisation initiatives are implemented to engage with the Emirati nationals by strengthening their skillsets and employability and encouraging their active participation in various sectors, including the government, private enterprises, and key industries.
- II. **Education and skill development:** The government has allocated substantial investments in various development programmes to equip the local workforce with the education and skillsets needed for a knowledge-based economy. Partnerships with educational institutions and collaborations with international organisations serve to create a highly competent talent pool.

- III. **Diversity and inclusion:** Recognising the significance of diversity in these diverse and multicultural societies, TM practices foster an inclusive environment that values contributions from individuals of different nationalities, backgrounds, and experiences.
- IV. **Emphasis on innovation and technology:** As key drivers of economic growth, innovation and technology have become a major part of TM practices to cultivate local workforce skilled in emerging technologies, research, and development.
- V. **Government and business collaborations:** Such collaborations in the forms of consultation on policies, regulations, and initiatives that influence talent recruitment, cultivation, and retention ensure the alignment of TM practices with the broader economic goals.
- VI. **Attractive work environment:** An appealing work environment, which includes offering competitive salaries, benefits, and quality of life considerations (e.g., housing and healthcare benefits), can effectively attract and retain skilled talents.
- VII. **Flexible labour market:** Various policies have been implemented to ensure a flexible labour market that supports the mobility of skilled employees. Such adaptability enables the acquisition of talents for specific needs and demands.
- VIII. **Talent acquisition strategies:** Organisations in the UAE often employ strategic practices to attract and recruit top talents, such as the use of modern

recruitment technologies, engagement with professional networks, and implementation of employer branding strategies.

- IX. **Continuous learning and development:** Organisations offer training programmes for the local workforce to continuously learn and keep themselves abreast of the industry trends and advancements.

2.4 Department of Town Planning and Survey (DTPS)

There are seven emirates in the UAE, which are Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah, and Umm al-Quwain. Despite their distinctive characteristics, these emirates share elements of religion, culture, history, customs, traditions, and economy, which integrate these emirates into a union with the capacity to thrive, accomplish significant societal advancements, and achieve notable successes, both domestically and globally.

Among these seven emirates, Sharjah is the third-largest emirate. Its historical origins can be traced back to a period beyond 6,000 years. It was prestigiously designated as the Capital of Arab Culture in 1998, recognised as the Capital of Islamic Culture in 2014, and honoured as the Capital of Arab Tourism in 2015. The multifaceted economy of Sharjah includes diverse industries, such as natural gas, tourism, education, healthcare, and logistics. The strategic positioning and robust infrastructure of the region have proven to be highly appealing to international investors, leading to an influx of foreign capital and the creation of numerous job opportunities. Besides that, Sharjah possesses the most extensive small and medium-sized enterprise (SME) sector, encompassing over 45,000 enterprises that serve as prospective collaborators and clientele. With a total area of 15 km, Sharjah consists of 19 industrial zones, which

contribute to almost 48% of the country's overall industrial production (Digital Sharjah, 2022).

Considering the significant capabilities and prospects of Sharjah, the Department of Town Planning and Survey (DTPS) plays a significant role in executing several strategic responsibilities that contribute to the overall function of the emirate. Under the enactment of Law No. (2) for 1998 by the Ruler of Sharjah on 3 June 1998, DTPS was designated as a government company, with the following responsibilities:

- i. To create a detailed plan for the area and the cities of Sharjah
- ii. To prepare and assess the district, suburban, and city plans
- iii. To prepare the planning standards and regulations of Sharjah's cities and basic utilities
- iv. To create and carry out the housing strategy of Sharjah
- v. To allocate agricultural, commercial, industrial, and residential lands among Sharjah citizens
- vi. To survey around the emirate while staying current with the latest technologies
- vii. To renew old cities and to plan urban redevelopment initiatives
- viii. To safeguard the local architectural history inherited from Islamic architecture by policing and observing development plans
- ix. To carry out studies on transportation and monitoring of traffic model updates

- x. To coordinate the development of the main infrastructure lines, both inside and outside the emirate, through service departments
- xi. To prepare action plans for several notable places, such as the areas of central cities

Accordingly, DTPS manages a substantial number of projects that require high levels of expertise and diverse skills, particularly in the fields of engineering and technology. Considering that most of these projects are engineering-focused, attracting, cultivating, and retaining highly competent engineers to be part of the workforce are pivotal. Addressing these specific workforce needs requires a more comprehensive analysis and strategic planning.

Being engaged in the field of Digital Transformation and People Strategy of DTPS, the researcher observed numerous domains that clearly require further enhancement and advancement, particularly of those related to the workforce. DTPS serves to contribute positive influence on the governmental development of Sharjah. The recognition of the growing significance of the government as a key institution in Sharjah propelled the selection of the Development and Public Administration of DTPS as part of the current study. There are limitations and areas in need of improvement in DTPS, which motivated this study to explore in order to enhance its organisational performance. A comprehensive framework for the senior management of the Department of Trade and Public Services of DTPS was developed to effectively leverage their HR. In order to optimise DTPS projects, it is imperative to optimize a range of management practices that serve to incentivise the workforce and foster intended project outcomes.

2.5 Talent Management

The concept of talent management is associated with the interchangeable use of different terms like “talent management”, “talent strategy”, “replacement management”, and “human resource planning” based on the following definition: “ensuring that the appropriate individual occupies the suitable role at the appropriate moment” (Jarbandhan, 2023). Organisations strive for continuous operation of key functions and personal development of their workforce. TM encompasses the implementation of optimal strategies to recognise, cultivate, recruit, and engage with talents in business organisations.

Keller recognised a specific set of guidelines aimed to ensure the selection of individuals appropriate for a certain task at the appropriate moment (Sindir & Gündüz, 2023). Talent attributes are based on how organisations perceive and define talent, which involve multifaceted perspectives and key aspects like attitude, behaviour, competencies, cognitive capabilities, creativity, experience, flexibility, and knowledge. In other words, organisational talent represents employees’ complex specialised combinations of skillsets and competencies (Alanazi, 2022). Meanwhile, Gallardo (2018) listed several common terms to describe talent attributes, which included ability, capacity, capability, commitment, competence, contribution, experience, knowledge, performance, potential, patterns of thought, feelings, behaviour, and skills. These terms reflect employees’ characteristics and symbolise a perspective of talent (Alanazi, 2022).

It is crucial for an organisation to pursue and achieve its goals for optimal performance, which explains the significance of possessing highly skilled and competent employees in conjunction with technological advancements and infrastructure. The

implementation of strategic processes of recruiting, selecting, grouping, and placing employees, as well as career development possibilities based on their expertise, qualifications, and skills enables organisations to cultivate good talent (Afiyati, 2018). The struggles of organisations in different countries to attract and retain good talents in the 1990s led to the emergence of TM. The key tasks of the HR department, which mainly focused on simple administrative tasks, were subjected to transformation during the 1990s (Mahmoud, 2019), resulting in the expansion of the concept of TM, which introduced more advanced functions, such as detailed configuration and machine-driven planning. The HR department was recognised for its capacity to efficiently manage the workforce and concurrently review the business organisation and its environment.

Over the years, TM has transformed and introduced a more holistic system for all divisions as a key strategy for development and change. Effective TM primarily serves to enhance organisational performance, support the realisation of organisational goals, and strengthen the collective culture and work environment. According to Adebola (2017), TM is seen as the ultimate level of job satisfaction at the individual level. TM fosters the advancement of skillsets and reduces employee attrition. Overseeing the holistic development of persons associated with the organisation (Rostam, 2019), Through TM, the recognition, cultivation, placement, and retention of competent employees contribute to organisational success. The Chartered Institute of Personnel and Development (CIPD) conducted a questionnaire, which revealed a few key results: (1) the majority of the respondents (90%) believed that TM activities benefit an organisation's financial performance; (2) the majority of the respondents (> 50%) actively implemented TM activities. In a poll conducted by the U.S. Institute of

Management and Administration, the majority of the respondents (75%) identified TM as their primary HR concern (Jarbandhan, 2023).

Despite the recent advancements in the understanding of TM, its definition, theoretical framework, and practical applications have remained rather ambiguous. The lack of clarity often arises from the diverse interpretations of the term “talent”, which have highlighted the questions of what talent is and how one is considered talented. How talent is perceived is associated with the assumptions and beliefs regarding the nature, value, and usefulness of talent. There is no definite understanding on the term “talent” in organisations and for TM practices (Adebola, 2017).

Many organisations still face significant issues of employee attrition due to the poor management of good talents, suggesting the importance of implementing effective TM strategies to retain highly skilled and competent employees (Rostam, 2019). However, organisations underestimate the importance of TM and views it as a short-term issue, instead of a key component of a long-term business strategy that requires the engagement of the top-level management and significant resources (Jarbandhan, 2023).

The development and growth of TM, from merely an administrative procedure to a continuous practice with a strategic emphasis that can influence the organisational outcomes, have added to the complexities and responsibilities of the HR department today. TM is integrated into an organisation’s objectives and strategic plans. The pursuit of talent is currently underway in the renowned talent wars . At a global scale, the participating CEOs revealed TM as their company’s highest priority, surpassing the importance of achieving growth as a commercial objective (Rostam, 2019). The

competition for highly skilled and competent individuals has expanded to a global level, which has affected both organisations and their HR management strategies (Ekelöf & Lindberg, 2020).

TM denotes a process of cultivating and integrating new employees into the existing workforce. Developing the organisation's current employees and keeping highly skilled people to work in the organisation. Therefore, TM reflects the organisation's current workforce, capabilities, and time investment towards attaining the best outcomes (Kamel, 2019). Tarique and Schuler proposed the following key HR management activities: (1) talent attraction (recruitment and selection); (2) talent retention (performance management and compensation activities); (3) talent development (training and career development). These activities represent the core of a global TM system (Ekelöf & Lindberg, 2020).

Globalisation has propelled and expanded the search for talent with growth of new foreign market. Since the early 1990s, the reduction of trade barriers and the rise of globalisation have substantially transformed the corporate landscape. The global expansion has contributed to many organisational successes, which have consequently drove higher demands for foreign talents to support these projects. This has intensified the competition among organisations to attract the best talents (Amiri & Shawali, 2021). Globalisation exerts significant influence on the topic of talent shortages following the rise of international trades, intensified competition, opportunities to gain access to a global consumer base, and the availability of a global talent pool. With the increasing economic interconnectedness across the globe, any demographic shifts and globalisation can significantly affect the current labour supply and talent war (Adebola, 2017).

Talent is conceptualised as a natural gift, a distinct ability, or a certain form of brilliance. It is unique in nature, and the knowledge and skills of a talented individual typically reflect their personality. In some cases, talent is conceptualised as a strategic combination of performance and capabilities (Pandita & Ray, 2018). There are various ways to establish the selection of talent attributes like creativity or creative thinking, initiative, leadership skills, expertise, ambition, responsibility or control, and efficiency (Kadyrbekova, 2017). Talent can also be viewed as an integrated operational strategy that improves the organisation, recruitment, development, and retention of skilled and qualified employees who meet current and future organisational needs. Talent also denotes the processes of optimising and cultivating employees' skillsets and competencies to achieve competitive advantage and appeal good talents for higher organisational success and profitability (Alanazi, 2022).

It is widely agreed that talent refers to a set of deliberate processes to attract, develop, and retain highly skilled and competent individuals who can meet the current and future organisational needs (Al-Qeed, Khaddam, Al-Azzam, & Atieh, 2018). Therefore, identifying individuals with leadership qualities and other talents and strategically placing them in an engaging work environment with all the needed resources and power are part of a targeted process to distinguish and cultivate good talents (Bhambhani, 2023).

Various elements, such as talent performance, influence the effectiveness of TM adoption in the public sector (Kravariti and Johnston, 2020). TM in the public sector plays a significant role in engaging and motivating employees' commitment and supporting the improvement and transformation of the management (Thunnissen and Buttiens, 2017). It serves as a strategic approach for organisations to deal with talent

shortages by effectively attracting, developing, and retaining talented employees (Clarke & Scurry, 2017). The public sector's emphasis on TM reflects the intense competitiveness among skilled employees (Boselie & Thunnissen, 2017). The presence of different stakeholders with unique values, preferences, understanding, and interest further adds to complexities and challenges in the public sector. The different operational circumstances encountered by the public sector from the private sector highlight the importance of understanding the contextual factors related to the implementation of TM in the public sector (Thunnissen & Buttiens, 2017).

TM is a continuous process that organises talent needs, attracts and retains the best talent needed for higher productivity and performance, and allows talent mobility across the organisation. The skillsets and competencies of employees must be aligned with the organisational needs, with a balance between talent supply and market demand (Rostam, 2019). The presence of talent requires the drive to work creatively yields better performance at all levels and offers higher competitive advantage that sets the organisation apart from its competitors. In other words, employees' performance is closely associated with the appreciation and value of talent provided that they are unique, essential, and contribute to the accomplishment of organisational objectives.

There are several factors that cause the uncertainty in organisational goals for the public sector, such as poor tangibility, substantial variations, and complex goal measurement. The lack of clarity in these organisational goals, which is mainly attributed to the significant diversity and intangibility of these goals, affects the effectiveness of the design and implementation of TM practices, especially when limited resources are limited, resulting in lower flexibility of TM strategies (Blom et

al., 2020). Studies have noted the intricateness of the TM strategies implementation in the sector of public organisation, as compared to the private sector (Boselie & Thunnissen, 2017), which can be effectively addressed through the use of competitive logic (Tyskbo, 2019).

Kaleem (2019) highlighted the significant influence of TM on the recruitment and development of employees, promoting effective operation in a competitive work environment. Tlaiss (2020) emphasised the significance of having a robust and resilient workforce, especially in its pivotal role of driving high-quality organisational outcomes and performance. Organisations proactively make continuous efforts to identify and retain highly skilled employees through various efficient strategies for TM. The influence of these strategies on organisational aspects like employee performance and overall organisational performance is typically evaluated.

The strategies implemented for TM include effective recruitment, development, and retention of employees with specific specialised skillsets and capabilities, which enhance competitive advantage. Focusing on the higher education sector, Arocas (2018) observed higher profitability and better performance and productivity management in the presence of talented employees within the organisations. The growing recognition and emphasis of TM across the world have popularised and drove the implementation of intricate strategies to boost TM activities at the organisational level (Kaleem, 2019). However, there are different notions of talent and TM across different organisations.

The existence of many strategies for the implementation of TM is due to the absence of standardised and well-defined approaches (Amiri & Shawali, 2021). TM design and implementation should be grounded in considerations of organisational culture, business objectives, and available resources. Considering its influence on human resources, TM plays a significant part in the success of projects. Based on the research findings, TM significantly influences project success in project-based organisations.

The public sector has also shifted its focus and inclination for TM (Tyskbo, 2019). According to Kravariti and Johnston (2020), the public sector implements TM strategies with the goal to effectively recruit, develop, and retain highly skilled and competent employee. Effective TM strategies supports the execution of TM practices at the organisational level, driving this competent workforce to collectively work towards the common goals of the public sector as a whole (Kravariti & Johnston, 2020). The domain of TM, especially in regards to diversity management within the context of public sector, should be further explored. The existing circumstances also necessitate more studies on the application of methodologies to identify and evaluate talents (McDonnell et al., 2020).

Talent analytics serves as a valuable tool to enhance the decision-making for both existing and prospective employees, with the aim of enhancing TM (Minbaeva & Vardi, 2019). The use of methodologies related to TM and New Public Management in the public sector depends on the distinct institutional logics of the employees who oversee the operations of the public sector (Grant et al., 2020). Public organisations make use of the concept of fighting for logic as a means to understand the complex process to apply TM strategies in the public sector (Tyskbo, 2019).

For better understand the dynamics of TM in fast-growing public sector of the UAE, Kaleem (2019) conducted a pre-planned survey, which involved more than 200 employees of different public organisations, to examine the influence of TM on employee performance. The obtained results confirmed the significant impact of public organisations across the UAE on the overall economic growth and the positive impact of TM on employee performance. However, the study overlooked the details on specific TM strategies employed in these public organisations, which limited the rigour assessment of the study.

Focusing on the TM practices in banks in the private sector, Baroda (2018) surveyed 102 employees from Haryana to assess the influence of TM on employees' motivation and satisfaction, which are crucial for organisational success. All collected data were subjected to factor analysis. The results revealed the direct influence of TM practices on employees' motivation, creativity, satisfaction, and competency. The study proposed the needs to create a healthy and stress-free work environment and to provide career advancement opportunities, regular training, appreciation for innovative ideas, and transparency in promotion policy. However, the study's reliance on judgment sampling and factor analysis may contribute sampling bias and shortage the generalisability of the study's findings.

In another study, Al Hammadi, Sidek, and Al-Shami (2019) explored the workforce shortages in the oil and gas industry in the UAE. The study proposed several strategic TM practices and emphasised the significance of the performance of local workforce for organisational competitiveness. The study first developed a conceptual framework based on the review of literature, which incorporated strategic TM, job motivation, job retention, and job performance. With a positive paradigm, the study formulated and

tested eight hypotheses. The study posited the significant role of strategic TM in boosting the job performance of the local workforce within the context of oil and gas industry. However, the study did not provide sufficient empirical evidence to support the proposed hypotheses, necessitating further validation on these hypothesised relationships.

Focusing on TM practices in the hospitality industry in Cairo, Sadek (2020) surveyed 294 HR managers and conducted pre-planned interviews with hotel executives to investigate the relationship among TM strategies and performance of employees. This study provided several practical contributions for improved TM practices in Cairo hotels. However, the study's dependence on the survey and interview methods may contribute response bias. The study noted IBM SPSS (version 22) was used without details on the specific statistical tests applied, resulting in the lack of clarity in the study's findings. The study reported the significant and positive influence of TM factors, specifically talent planning, developing, and attracting, workplace culture, recruitment and retention, and rewarding, on employee performance in terms of financial prospective, internal process prospective, and guest prospective. The study further posited that Cairo hotels have only started implementing TM practices following their growing awareness of HR and emphasis on their conventional roles. However, these hotels have not achieved the point of considering the strategic dimension of TM. With that, the study proposed the incorporation of TM into the organisational structure of the hotels for higher profitability, employee engagement, and competitiveness at lower recruitment costs.

In a more recent study, Olusoji and Kevin (2023) focused on the telecommunications sector in Nigeria and explored the influence of TM on employee performance within the context of a developing country. Based on the obtained results and findings, the study underscored the importance of concerted efforts to enhance employee performance through TM with respect to the organisational goals. Besides that, the study proposed the need for the management of telecommunications companies to design a strategic talent development framework that promotes continuous training and development according to the current trends in the telecommunications sector. However, the lack of details on the sampling methodology and instrument used in the study led to the lack of clarity on the representativeness of the sample and reliability of the results.

In view of the above, the aforementioned studies presented valuable insights on the relation among TM and performance of employees within specific contexts. One important similarity among these studies was the application of the survey method. Considering the different methodological rigor, sample representativeness, theoretical underpinnings, and nature (e.g., empirical or conceptual) of these studies, it is crucial to consider a more robust methodology with a larger sample size to validate and generalise the findings across different industries and regions. A few of these studies shared a similar focus of assessing the influence of TM on employees' performance, satisfaction, motivation, and productivity. Certain studies focused on the nature of these relationships within the context of public organisations, while other studies focused on the telecommunications and hospitality industries.

2.5.1 Talent Management in the Public Sector in the UAE

The UAE has recently started to view TM as a long-term investment and paid more attention on issues related to TM, including designing and implementing strategic programmes to effectively develop and retain good talents, following the increasing awareness of the advantages of TM for the organisations and societies. The younger generations represent the foundation of the future workforce in all sectors and industries. It is pivotal to establish a comprehensive system that effectively cultivate these young talents to realise their full potentials and capabilities. Strategic initiatives should be provided to cultivate good talents of all ages for the country to attain global competitiveness with the capacities to face the current and future challenges (The United Arab Emirates' Government portal., 2019).

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister of the United Arab Emirates, launched a virtual ministry, known as the Ministry of the Impossible. Under the management of the members of the Council of Ministers, this ministry takes charge of critical national files to reorganise the overall government work system and introduce reformed government practices. Some of the ministry's tasks include developing proactive and radical solutions to specific topics within a particular time. Joint tasks from the public sector at both federal and local levels, the private sector, and individuals are established and structured according to the files on the work agenda. Several global talent competitiveness indicators have been targeted as part of the national strategy's focus, which are encapsulated within three key objectives (The United Arab Emirates' Government portal., 2019). (1) to consolidate the UAE's position as one the top 10 countries in the field of global talent competitiveness; (2) to ensure the availability of talent in the UAE's strategic sectors

for a knowledge-based economy; (3) to consolidate the image of the UAE as a preferred destination for global talent (The United Arab Emirates' Government portal., 2019).

The Talent Discovery Department at the Ministry of the Possibility introduces an original vision to recognise and cultivate unique global talents through incentive policies and legislations based on the recent foundations and practices to enhance skills and competencies for the country's growth, leadership, and global competitiveness. With that in mind, the founding father of the late Sheikh Zayed bin Sultan Al Nahyan initiated the legacy of investment in human capital, emphasising the pivotal roles of Emirati talents in expanding the country's creative sector, especially in emerging sectors with strategic prospects for talent development, boosting self-confidence, and assigning them strategic functions and responsibilities. This unconventional form of employment in the interest of the country drives the cultivation of these talents for the future economy. The department's work functions encompass the study of the current scenario, the design of mechanisms for talent recognition and cultivation, the development of an interactive online platform to connect talents to the public and private organisations, and the implementation of strategic plans and programmes. Within an experimental phase and at a specific age group, and measuring the results, then generalising the experience and marketing to talented people on a large scale (The United Arab Emirates' Government portal., 2019).

In Her Excellency Ohood Binti Khalfan Al-Roumi, speech Minister of State for Government Development and Future, Chairwoman of the Federal Authority for Government Human Resources (FAHR) and Vice President of the World Government Summit Foundation, at the opening of the "Gulf Experiences Forum", launched as part

of the first day of the World Government Summit 2023, with the aim of highlighting the readiness of Gulf governments for the future, also referred to the importance of talent in supporting the readiness of future governments, stating that "Human resources have witnessed rapid changes over the past two years, thanks to the continuous technological development. Also, Covid-19 pandemic imposed a new reality, such as remote work and flexible working hours". She underscored the integration of these changes to establish a reformed generation of HR for the next decade. Five key directions that shape the future work environment were highlighted (FAHR, 2023).

Firstly, there would be higher flexibility. About 69% of the global government organisations have recommended improved productivity and greater talent attraction through flexible work options. Secondly, there would be artificial intelligence (AI)-supported HR. Technology has changed the overall operations, mechanisms, and management, boosting higher efficiency and productivity. AI technology has become part of the government's work systems. A global study confirmed the use of AI technology in most organisations (72%) and noted the expansion and comprehensiveness offered by AI for enhanced task completion, productivity, and achieving qualitative leaps in government work. Thirdly, the attainment of digital skills is no longer reserved for technology professionals like programmers. This set of skills has become indispensable for all employees across all sectors, including of those in the public sector. With technological advancements, new jobs are expected for 375 million global workforce by 2030. Fourthly, in line with the changing nature of jobs, skill building has become a needed investment for both public and private sectors to ensure organisational success. About half of the workforce needs to adapt and reform their skills in the next five years. Organisations can achieve returns on their investment in employees' skills at more than 200%. As a result, along with better work conditions,

employees become more productive and prepared for the future. Last but not least, there would be a transition from career ladder to the professional portfolio. This inventive approach enables the design of a multi-skilled career trajectory for employees and promotes continuous learning, creativity and skill development, leadership opportunities, and flexible TM. (FAHR, 2023).

2.5.2 Dimensions of Talent Management

2.5.2.1 Talent Acquisition

In the contemporary business landscape, organisations attain competitive advantage primarily through the acquisition and retention of highly skilled and competent employees (Pattnaik et al., 2020). The acquisition of individuals with the right skillsets and competencies enables an organisation to effectively deal with issues and challenges, enhance their intellectual assets, and create a holistic work environment that boosts creativity, productivity, and satisfaction (Ali et al., 2019). Kaleem (2019) described talent acquisition as the processes of recognising and attracting individuals who match the different roles within an organisation, with the aim of facilitating the achievement of organisational goals. Recruited individuals make effort to successfully execute and complete the assigned tasks. The effectiveness of talent acquisition procedure directly affects the ability of an organisation as an employer to fulfil the given tasks. Effective talent acquisition strategies can attract the right talents for the job roles, enabling them to efficiently carry out organisational duties and achieve optimal employee performance.

Through strategic recruitment of highly skilled and competent employees, organisations enhance their potentials of strengthening and optimising their resources, production, and productivity (Zhao & Zhou, 2020) at lower training and development costs. TM practices facilitate an organisation's capacity to effectively recruit talents or experts. Studies have demonstrated the significant correlation between talent acquisition and employee performance (Almarzooqi et al., 2019; Jerónimo et al., 2020). Sadikova (2020) underscored the significance of recruiting new talents for efficiency and productivity to realise the full potential of the workforce.

However, the presence of a larger talent pool within an organisation does not necessarily yield favourable outcomes (Southwick, 2022). In certain cases, the performance of externally recruited talents may tend to diminish when they transition to other organisations. Furthermore, the strategy of offering higher remuneration can attract these talents. O'Reilly and Pfeffer (2000) recommended facilitating regular employees at a level equivalent to the top 10%, instead of solely relying on the recruitment of employees in the top 10%. The significance of talent acquisition is undoubtedly evident, but organisations may need to make effort to strategically develop "skills" over "talents" for the current employees.

A study reported that 75% of U.S. organisations focused on talent acquisition as their top priority to gain competitive advantage. In the UK, studies found that 90% of all corporations assess talent acquisition as positive driver for the bottom line, where above 50% of UK firm's state to have implemented talent acquisition activities Study by found that talent management is a key source of organization competitive advantage in Malaysia.

Focusing on the telecommunications firms in Nairobi City County Kenya, Kireru, Karanja, and Namusonge, (2017) assessed the influence of talent acquisition on competitive advantage. The study's results revealed the agreement of 77.6% of the respondents on the contribution of talent acquisition to the competitive advantage of the telecommunications firms, as well as the agreement of 69.9% of the respondents on the significant influence of talent acquisition on several determinants of competitive advantage, namely superior innovation speed and knowledge management. Based on the results and findings, the study proposed the need to consider implementing the salient determinants of talent acquisition, such as talent resources plan for strategic planning for the workforce and talent placement methods for strategic placement of employees. Besides that, the study recommended the implementation of talent selection frameworks and TM department. It should be noted that the study solely relied on survey data, which may introduce respondent bias. The focus of the study on talent acquisition contributed the lack of detailed insights on other aspects of TM, such as talent development and talent retention.

Focusing on the public sector in Sri Lanka, Karunathilaka (2020) surveyed 195 HR employees to examine the effect of talent acquisition on business performance within a specific regional context. The collected data were subjected to Kolmogorov-Smirnov test (to assess data normality), Pearson correlation test (to assess the relationship between the constructs), and multiple regression analysis (to assess the effects of the constructs). The study identified talent acquisition as a significant predictor of business performance with minimal effect size. Internal alignment between talent management strategies.

In another study on the influence of TM practices on employee performance through employee engagement, Abdullahi, Raman, and Solarin (2022) conducted a descriptive study and employed simple random stratified sampling to survey 314 Malaysian academic staff of private universities. The collected survey data were subjected to PLS-SEM. The study's results revealed the significant influence of TM practices (succession planning practice, promotion practice, and performance appraisal practice) on employee performance and the mediating effect of employee engagement on the relationship between TM practices and employee performance. The study recommended the need for universities to adopt and invest in TM practices for effective employee engagement for enhanced employee performance. The generalisability of the study's results on the significant influence of TM practices on employee performance was limited to the context of Malaysian private universities. Moreover, the study did not consider other potential mechanisms given its sole focus on employee engagement as the mediator in these relationships.

Soud (2020) sampled 100 employees from three Islamic banks in Kenya to assess the influence of TM practices (in terms of employee recruitment, employee selection, learning and development, and talent retention) on performance of organisation. The results of multivariate regression analysis demonstrated the significant and positive influence of talent recruitment, talent selection, and learning and development on organisational performance. Meanwhile, talent retention was evident to have insignificant and negative effect on organisational performance. Based on the obtained results on these identified factors, the study proposed the needs for these banks to cultivate internal staff capacities and to implement well-defined succession plan for talent retention. However, it should be noted that the study encountered several limitations, which included a small sample size, a narrow focus on a specific type of

bank in Kenya, and the lack of statistical significance on the relationship between talent retention and organisational performance.

In a more recent study, with the emphasis on the DTPS in the UAE, Alzaabi, Muslim, and Benlahcene (2023) performed partial least squares-structural equation modelling (PLS-SEM) on valid survey data collected from 208 respondents to determine the relationships of talent acquisition, talent development, and talent retention with employee performance. The obtained results revealed that talent acquisition and talent retention exerted no influence on employee performance. However, the study denoted the significant influence of talent development on performance of employees.

These prior studies similarly underscored the significance of talent acquisition for organisations to realise its goals. Nonetheless, these studies noted varying outcomes on the influence of TM on different aspects like employees' performance and productivity and organisational efficiency and competitive advantage. These studies also focused on different sectors or industries. In summary, these prior studies provided significant insights on the influence of TM practices on performance outcomes within specific contexts, but these studies adopted different methodologies, sample representativeness, and generalisability of the derived conclusions. It is recommended for future research to incorporate additional contextual factors and employ a more diverse, larger sample for higher reliability and validity of findings.

2.5.2.2 Talent Development

One of the key components of career advancement and competitive advantage is human capital (Dachner, Ellingson, Noe, & Saxton, 2021). As an essential part of TM, the development of skills, capabilities, and knowledge is highly valuable for

employees and organisations. The cultivation of essential skillsets has become a key concern for organisations in this global, knowledge-based economy (Kaleem, 2019). Recognising that, most organisations have allocated substantial investments in various training and development programmes to strengthen their HR strategies and initiatives.

The performance of employees is highly influenced by the support provided by the organisations. For instance, employee development can be supported through a structured plan aimed to their potentials in advanced positions (Kumar et al., 2018). Global HR are accountable to acquire talents through various approaches, such as employment branding, outreach networking, and relationship development (Kaleem, 2019), which expand the talent pool and its network, enabling organisations to select suitable candidates that align with their organisational goals and needs. Niroula and Updhaya (2022) reported a significant correlation between training function (or provision of training services) and employees' motivation. This underscored the favourable influence of the management or supervisors' support on employees' performance and motivation at the workplace. Meanwhile, Kilanko et al. (2023) highlighted the significant and positive influence of factors like training facilities and career development on employee performance.

Mikołajczyk (2021) defined employee development as the expansion of one's capacity to effectively function in their present or future job and organisation. Aspects that professionally promote employee development are formal education, job experiences, professional relationships, and assessment of personality, skills, and abilities. Besides that, formal development programmes, which may include classroom instructions, online courses, college degree programmes, and mentorship programmes, are systematically designed with specific goals, learning objectives, assessment

instruments, and expectations (Pinnington, Aldabbas, Mirshahi, & Pirie, 2022). The extensive reviews of employee development research on the development and effectiveness of these formal (conventional) development programmes (e.g., Kumar et al., 2018; Kaleem, 2019; Mikołajczyk, 2021; Dachner et al., 2021; Pinnington et al., 2022; Kilanko et al., 2023) clearly underscored the significance of these programmes in supporting employee development.

The availability of new initiatives for employee development expands growth opportunities that can be easily and readily accessible. The incorporation of TM practices in this case facilitate organisations' support and provision of continuous learning opportunities for their employees, being their own talent agents. Literature on lifelong learning has also highlighted the importance to enrich knowledge, skills, and competencies throughout one's lifespan for better personal, social, and career development (Bilderback & Miller, 2023). Organisations play the role of providing the necessary environment and resources to empower and motivate employees to learn.

2.5.2.2.1 Career Development

It has become integral for one to subject themselves to continuous professional growth. Essentially, organisations need to maintain a certain level of congruence between career management strategies and individual career plans of their employees. Employees are more driven and motivated when organisations provide strategic career options that are aligned with their career plans (Araújo et al., 2018). Career development enhances the prospects of employability and achievement of high-quality performance (Adnyani & Dewi, 2019).

The concept of career development increases accountability, includes the rightful recognition of career achievement, and offers favourable career prospects (Afiyati, 2018). In the context of professional growth, employees have certain expectations for motivation and recognition of their work contributions (Afiyati, 2018). Career development empowers one to cultivate the professional path of the chosen career, making it a pivotal role in enhancing one's employability. Employees must possess adequate experience to enhance job satisfaction and performance (Adnyani & Dewi, 2019). Career development provide opportunities to engage in career planning, which assists the optimal growth of the organisation and its employees (Jumawan, 2018). In career development, there are various initiatives specifically designed to improve productivity at the organisational level and to provide the opportunity to advance professional career at the individual level (Putri, 2019).

Training is different from development. Unlike training, which is of short-term nature and designed for individuals to acquire the necessary skills and knowledge for a specific job role, development is more of long-term nature and designed to better equip individuals for future job tasks and challenges (Al-Dalahmeh, 2020). With the ultimate goal of enhancing the future organisational performance, a programme that incorporates training and development is designed to prepare employees beyond the requirements of their current job roles for a broader, more challenging job roles within the organisation. Training and development programmes may include in-house courses, coaching, seminars, job rotation, and professional programmes. A general training and development programme typically incorporates the assessment of organisational needs, performance appraisal for employees, and the actual training itself (Yudha, Wahyuningsih, & Widowati, 2023).

Focusing on the World Food Programme (WFP) in Kenya, Mkamburi and Kamaara (2017) surveyed 216 employees with supervisory responsibilities to assess the relationship between TM and organisational performance. The study adopted a descriptive survey research design, which may not be adequate to determine causality. Apart from the relatively small sample size, which may limit the generalisability of the findings, the study did not provide detailed information on the reliability and validity of the questionnaire survey and the specific statistical tests used to examine the relationships between constructs. Despite the appropriateness of the use of IBM SPSS for data analysis, the study would benefit from providing more information on the assumptions and interpretation made. The study reported the positive and significant relationships of talent recruitment and deployment, talent training and development, and organisational performance without clear elaboration on the nature of these relationships (e.g., the strength of the relationships or directionality). The study recommended several practical and relevant suggestions, such as enhancing internal recruitment processes and training manuals. The lack of discussion on the potential limitations and implications of these suggestions for organisational practices and policies was deemed warranted.

Focusing on Menoufia University Hospital and Shebin El-Kom Teaching Hospital in Egypt, El Dahshan, Keshk, and Dorgham (2018) employed a descriptive correlational research design to examine the relationship between TM and organisational performance. However, the study could have benefitted from providing more details on the specific measures taken to reduce bias and ensure the validity and reliability of the collected data. The study employed a standardised questionnaire survey but did not provide information on the reliability and validity measures. Furthermore, the relatively small sample of 273 nurses limited the generalisability of the study's

findings to other hospitals or healthcare settings. The study's focus on two specific hospitals in Egypt also limited the generalisability of the study's findings to healthcare organisations in other regions or countries due to the potential differences in organisational culture, healthcare systems, and workforce characteristics. The study also did not specify the details on the statistical methods used to analyse data. The obtained results of the study revealed different satisfaction levels of nurses and organisational performance between these two hospitals and confirmed a positive correlation between TM and organisational performance. Based on the obtained results and findings, the study recommended the need to introduce TM strategies for healthcare organisations to gain competitive advantage in today's healthcare market. Nonetheless, despite the theoretical relevance of the provided recommendation, it would be more beneficial to further elaborate on the specific strategies and practices that healthcare organisations can consider implementing for enhanced TM and organisational performance.

Mishra, Singh, and Kumar (2021) sampled 660 employees of budget and chain hotels across North India to investigate the mediating impact of demographic factors on the relationship among TM and performance of employees. The results of partial regression analysis demonstrated the significant and positive effects of employee welfare and compensation, training and development, career advancement and planning, and performance appraisal, except work-life balance, on employee performance in terms of target achievement, on-time performance, and overall performance. However, the study noted no mediating effects of demographic factors on the relationship between TM and employee performance.

In another study, Mantow and Nilasari (2022) sampled 225 employees in the field of information technology in Jakarta to examine the mediating role of employee development in the influence of knowledge management and TM on employee performance. The relatively small sample size in the study may limit the generalisability of the discussed findings to other industries or regions with different cultural, organisational, and economic contexts. The study employed SEM but did not provide detailed information on the type of SEM technique employed, affecting the assessment of model validity. Despite the objective of assessing the mediating effect of employee development, there was no clear discussion on how the mediation analysis was conducted. Moreover, despite the theoretical relevance of knowledge management, TM, and employee performance, the operationalisation and measurement of these constructs were not clearly described. Thus, the validity and reliability of these measures in capturing the intended constructs accurately were in question. Based on the obtained results, the study concluded the mediating role of employee development in the relationship between knowledge management and employee performance, implying the importance of training and development programmes for employees. Employee development was reported to have no mediating effect on the relationship among TM and employee performance, which raised questions on how TM influences performance. The study highlighted several practical suggestions, such as the implementation of knowledge management systems and training programmes. However, it would be beneficial for the study to discuss potential challenges and barriers to implementing the suggestions and specific strategies to overcome these challenges and barriers.

2.5.2.2.2 Employee Training

Thom (2019) described training as a process of conveying the necessary knowledge and skills to employees for better job performance. Training activities are specially designed to enhance employees' performance in their current job roles. Employee training is a form of improving the performance of employees by enhancing their ability to perform. Saleh and Eldeep (2022) defined employee training as a continuous strategic initiative to enhance employees' levels of competence and performance.

The process of employee training includes various activities that equip employees with specific knowledge, behaviour, and expertise. The primary goal of employee training is to cultivate employees' capabilities and productivity to enhance their work performance (Marini Zakiyatul Umi, 2018). Training serves to improve employees' current skillsets and impart new skillsets, knowledge, and behaviour for them to improve their work performance in terms of speed, efficiency, and comprehension (Ichsan, 2020). Suadnyana (2018) noted the correlation between professional advancement and training. According to Putri (2018), employees' career development would be hindered in the absence of training and development opportunities. Employee training equips employees with key skillsets and knowledge that can be made use at any point in the future (Adnyani & Dewi, 2019).

The foundation of employee development is employee training. Pastrana and Tobón (2020) defined employee training as a planned and continuous effort by the management to increase employees' competence and performance. Training is a form of investment and valuable organisational tool, which enhance profitability, reduce costs, and boost employees' motivation, commitment, and effectiveness (Khalil & Hassan, 2019). According to Winland and Monaghan (2023), training brings meaning

to work and guide employees to learn the key procedures of their job and to justify and rationalise the efforts required for their job. Training provides all the necessary learning that is applicable to improve one's performance at the current or anticipated job. Training enhances employees' ability to perform the assigned tasks, enabling organisations to optimise their investment on human capital and provides employees the opportunity to lead and improve their performance (Pahlevi & Rahadi, 2023).

Organisations allocate a substantial amount of resources to invest in employee training in order to support their learning of job-related competencies (Adnyani & Dewi, 2019). Recent years have witnessed growing investments in training activities. With these investments in training, it is pivotal to provide evidence that these efforts are not futile (Thom, 2019). In other words, organisations need to ensure that training contributes to the desired outcomes, such as improved employee performance.

There has been evidence that training efforts may be futile in improving employee performance, unless these newly gained skillsets are applied in the work settings (Charan, Drotter, & Noel, 2020). In this case, organisations are responsible to provide opportunities for trained employees to apply newly learned skillsets to their work. Baldwin and Ford (2000) defined transfer of training as the extent of applying the gained knowledge, skills, and attitude in training to work (Khalil & Hassan, 2019).

According to Alruwaili (2018), TM provides training to skilled employees in order to further strengthen their knowledge and skillsets for enhanced employee performance. The subsequent area applies to employees with interests for talent development and improved skills and expertise. A training process typically consists of a set of actions designed to support learning and improve employees' abilities, conduct, and

proficiency, which consequently improve their performance. The ultimate goal of development process is to enhance learning experience through strategically designed activities aimed to improve employees' skillsets and attitude. Prabhu et al. (2019) noted the positive correlation between employee training and organisational success.

Focusing on the performance of WFP in Nairobi, Mkamburi and Kamaara (2017) surveyed 216 employees with supervisory responsibilities to determine the influence of TM, including talent acquisition and training and development, on organisational performance. The study employed a descriptive survey research design. The collected survey responses of both closed- and open-ended questions were analysed using IBM SPSS (version 22), specifically for descriptive analysis (frequency, percentage, and mean) and inferential analysis (correlation and regression). Based on the obtained results, the study noted the significant and positive influence of talent recruitment and deployment and training and development on organisational performance, including employee performance. The study proposed the implementation of mechanisms to improve internal talent recruitment, training manual design, and assessment that ensure the relevance of internal talent structure.

Focusing on Lebanese companies, specifically Bonjus Company and Khatib and Alami Company, Halawi and Haydar (2018) presented a conceptual paper on the relationship between employee training and employee performance. The study attributed positive organisational performance to talented employees' capabilities, skills, and knowledge. Despite the employment of talented employees in these companies, HR managers made continuous efforts to design training and development programmes for their employees to learn and upgrade their capabilities, skills, and knowledge. These companies viewed employees as the pillar of the organisation.

However, the study did not provide in-depth explanation on how these Lebanese companies attained the levels of education and training for employees. The study's survey involved a total of 303 respondents. Both companies introduced different training programmes. Nonetheless, in both companies, training programmes were designed to emphasise short-term skills, while development programmes were designed to inculcate long-term skills. These programmes, such as programmes outside the workplace, workshops, engagement in department activities, and observations, were said to benefit both companies and their employees. The participating employees reported developing personal satisfaction, receiving favourable evaluation feedback, having a better understanding on how to deliver high-quality results, and achieving career growth beyond classwork. Meanwhile, the management identified experiencing challenges of implementing training and development programmes due to their limited resources and communication, bureaucracy, lower support from the top-level management, and poor organisational structures. The study highlighted practical implications of the obtained results and findings.

Sandamali, Padmasiri, Mahalekamge, and Mendis (2018) quantitatively examined the influence of training and development on employee performance. The study conducted a cross-sectional survey, which involved 150 randomly selected executive-level employees of apparel organisations in Sri Lanka. Based on the results of correlation and regression, the study reported the positive influence of training and development on employee performance. The study proposed the importance of establishing a systematic mechanism in the selection of employees for the implemented training and development programmes and noted the need to conduct a post-evaluation scheme for employee performance evaluation.

In a more recent study, Reza, Widiyanti, Thamrin, and Hanafi (2024) surveyed 50 non-officer employees and assistant directors from Bank Indonesia Representative Office, South Sumatra Province to assess the effect of training and work motivation on employee performance. The results of multiple linear regression analysis demonstrated the significant and positive influence of training and motivation on performance of employees. The study elaborated the need to select the appropriate type of training for employees according to their needs and the importance of choosing an experienced and reputable training provider in the field. Besides that, the study underscored the importance of the role of supervisors in motivating employees. Supervisors are responsible to establish a more neutral stance and create professional work conditions for all employees despite the potential hiccups in their relationships at work.

Studies have shared varying views on the development needed for the work environment. Certain studies interpreted “development” differently, such as training and career growth. Nonetheless, these previous studies agreed the importance of enriching employees’ knowledge, skills, and training within the context of employee development. As for the outcomes of talent development, a few studies discussed common outcomes like high levels of accountability, motivation, employee performance, employee productivity, overall employee satisfaction, and organisational performance. However, certain studies argued about different outcomes, which involved employability and employment, and the mediating effects of demographic factors on the relationship between TM and employee performance. Most of these studies focused on public organisations, except for a few studies that explored talent development in industries like hotel, healthcare, food, and banking industries. These discussed similarities and differences highlighted the presence of numerous gaps in

related literature, which propelled the current study to explore for the expansion of the current body of knowledge.

2.5.2.3 Talent Retention

The management applies a systematic employee retention approach to ensure employees' commitment to remain in the organisation for an extended duration (Narayanan, Rajithakumar, & Menon, 2019). Organisations are likely to establish strategic HR policies and strategies to retain their talented employees (Baharin & Hanafi, 2018). Yeswa and Ombui (2019) identified several key HR practices that promote employee retention, which included organisational culture, the provision of family or flexible time option, compensation and recognition for motivation, and career development and promotion opportunities.

Many organisations are highly concerned about talent retention due to the significance of these talented employees' knowledge and skillsets that can enhance both financial and operational performance (Agarwal, 2018). Mahlahla (2018) reported the positive relationship between talent retention and performance. This study measured performance using adaptation, customer value, innovation, response to environment, productivity, and quality. Operational performance measures of our model were similar with the performance measures used by the study. The presented empirical evidence proved the relationship between employee retention and organisational performance (Singh, 2019). Amushila and Bussin (2021) also highlighted the positive relationship between TM and employee retention in their study on the Namibia University of Science and Technology.

Talent retention reflects an organisation's capacity to maintain its employees. With the growing competition for talents, organisations must concentrate on talent retention by implementing a strategic plan to maintain their highly skilled and competent employees (Kaleem, 2019). Talent retention is a strategic means for organisations to distinguish and appreciate the valuable skillsets and competencies of their employees, which can boost employees' confidence and drive at work. Through talent retention, organisations can perform regular performance evaluation to identify any shortcomings among their employees and to motivate employees to make effort to work on themselves for better performance. With that, organisations can promptly identify and deal with the issues at their initial stage, which minimise the potential adverse implications on both organisations and employees (Kaleem, 2019). This proactive approach also reduces employee turnover rate.

Furthermore, strategic planning and alignment of career paths with the available career opportunities increase employees' morale and self-confidence levels (Araújo et al., 2018; Ameen et al., 2018). In order to sustain organisational performance and market positioning, it is pivotal for organisations to incorporate talent retention as part of their TM practices (Scullion et al., 2020). In fact, providing employees with the relevant skillsets and knowledge in training programmes fulfils their needs at work (Niroula & Updhaya, 2022).

Focusing on Jordanian commercial banking sector, Kurdi and Alshurideh (2020) comprehensively assessed the influence of various factors related to employee retention on organisational performance. A survey was conducted among randomly selected employees, ensuring all potential respondents had an equal chance of being selected. The use of this sampling technique ensured sample representativeness and

the generalisability of the study's findings to a broader population. All collected data were subjected to PLS-SEM SEM. The obtained results demonstrated the significant influence of affiliation, economic security, psychological security, and self-actualisation on employee retention.

Jawali et al. (2021) observed significant obstacles encountered by public organisations in Dubai to provide fitting career paths for their workforce, which makes the task of retaining good talents within the organisations highly challenging. Therefore, public organisations must emphasise strategic career planning initiatives to promote the growth and retention of highly skilled and competent employees. The current implementation of TM in the public organisations does not emphasise talent retention. Numerous organisations that engage in the exit interview practice do not make full use of the obtained information to comprehend the voluntary turnover scenario. The conducted study identified the lack of emphasis on talent retention as a common factor that contributes to the public sector's poor capacity to retain their highly skilled and competent employees. Leveraging turnover data can introduce better policies and practices to retain good talents within the organisations. Organisations that offer adequate support to their managers and employees observe higher talent retention rate in the long term (Niroula & Updhaya, 2022).

In view of the above, it is evident that there are various approaches, strategies, and techniques for organisations to implement in order to retain highly skilled and competent employees. Studies have presented comparatively similar views on the significance of compensation, recognition, motivation, career development, and promotion. Similar views on how talent retention influences organisational performance and employee performance have been proposed. Certain studies posited

more specific implications related to talent retention, such as higher levels of morale and self-confidence, economic security, psychological security, affiliation, and self-actualisation. Addressing these gaps, the current study examined the influence on talent retention on employees' motivation and performance.

2.5.3 Perspectives on Talent

Talent has been extensively explored in numerous studies, enriching the current literature on the concept of TM. The review of related literature revealed that the misunderstanding on the extent of TM encompassing the overall workforce or the application of TM solely for the management of organisational talent has contributed to the complexities of TM.

Thompson (2017) recommended the adoption of an inclusive approach to TM in the public sector for enhanced integration of equality and fairness ideals in managing good talents. This approach can also be adopted in the recruitment of employees for the senior position roles (Tyskbo, 2019). However, multinational organisations are less likely to implement such inclusive approach. SMEs that employ inclusive approaches to TM have experienced favourable outcomes due to the alignment of these approaches with the equality-oriented culture of these enterprises (Krishnan & Scullion, 2017). There have been empirical evidences on the adoption of these inclusive approaches by corporate organisations in countries with equality-oriented culture (Björkman et al., 2017). The implementation of similar approaches in private organisations is more challenging, as the culture in the private sector contradicts that of the public sector when it comes to equality and fairness ideals. Such misalignment yields issues of discrimination and inequality, which may diminish the confidence of those who are not perceived as talented (Boselie and Thunnissen, 2017).

Abdullah and Abubakar (2017) explored the relationship between strategic TM and university performance. Key publications were analysed and synthesised. As the concept was deemed relatively new, most of these publications were of conceptual review type. Some of these prior studies reported a positive relationship between TM and organisational performance within the context of profit-oriented settings. The study proposed a theoretical framework on the association between strategic TM and performance of university.

Focusing on the telecommunications and information technology sector in Jordan, Alrowwad, Obeidat, Al-Khateeb, and Masa'deh (2018) surveyed 250 randomly selected employees (from a total population of 3,305) of three major telecommunications operators in Jordan (Zain, Orange, and Umniah) to assess the relationship of TM and organisational performance and the mediating effects of work-life balance and motivational drivers of employee engagement. The study's results demonstrated the positive influence of talent management and its dimensions (i.e., talent acquisition, development, and retention) on organisational performance, balance of work-life, and drivers of motivation of employees' engagement. Besides that, the study reported the partial mediating effect of work-life balance and the full mediating effect of motivation's drivers of engagement of employee on the association between TM and organisational performance. Based on the obtained results and findings, numerous recommendations for future research were proposed.

El Masri and Suliman (2019) surveyed 180 randomly selected full-time employees in Qatar using an online personalised survey to assess the influence of TM and employee recognition on employee performance within the research institutional context. The study served as the first to examine the influence of TM and employee recognition on

employee performance in Qatar and the Middle East region. The study presented empirical evidence on the significant influence of TM and employee recognition on employee performance and organisational success and positioning. The results also revealed the interconnectedness of TM and employee recognition in influencing employee performance. As strategic instruments, TM and employee performance promote the implementation of strategic objectives and improvement of employee performance and organisational performance. Several recommendations, which would benefit both researchers and practitioners in Qatar and beyond, were presented. The study concluded the significance of providing proper employee recognition for better work performance given the emphasis on recognition, self-esteem, and social status, regardless of time and context.

Focusing on TM in the public sector of Bahrain, Kravariti, Tasoulis, Scullion, and Alali (2023) examined the roles of line managerial support and organisational support. The study reviewed literature related to organisational support theory and strategic HR management in relation to the influence of TM practices on individual talent performance. A talent employees of a Bahraini government institution was surveyed. The results confirmed the full mediating impact of line managerial support on the association between TM practices and individual talent performance, including individual talent performance indicators. Besides that, the study observed significant indirect association among TM and talent performance of individuals at lower levels of organisational support theory. Finally, the study demonstrated the key roles of line managers in implementing TM practices within the context of public sector of a developing country and the substitution effect between the role of direct managerial and organisational support theory as an interchangeable source of developmental support for enhanced talent performance.

In another recent study, Semaihi, Ahmad, and Khalid (2023) surveyed 128 public employees in the UAE to assess the relationship between TM and individual work performance and examine the mediating effect of line managerial support on the aforementioned relationship. Using IBM SPSS, multiple regression analysis and PROCESS mediation analysis were performed on the direct relationships and the mediating effect of line managerial support, respectively. The results revealed the insignificant influence of line managerial support on individual work performance. The obtained results on the substitution effect between TM and line managerial support implied the possibility of public organisations to invest in relieving the workload of line managers for talent development, allowing them to focus on other responsibilities. The study underscored the importance of taking into account various dynamic perspectives on TM in the public sector for better understanding on how TM should be aligned with the changes in the strategic planning and direction of public organisations and the association between TM and individual work performance.

2.5.4 Management of Talented Employees by Line Managers

Line managers play an important role in managing talented employees effectively. The effectiveness of implementing TM depends on the support provided by line managers in aspects like talent development, skill enhancement, and career advancement (Kehoe & Han, 2020). Line managers motivate talented employees who demonstrate good work performance (Dang et al., 2020).

Theoretically, line managers in the public sector deal with certain administrative matters, such as applying proactive measures and establishing goals (Wauters, 2017; BIPA, 2019). The indistinctiveness between the authorities and the responsibilities of line managers has negatively affected the effectiveness of the execution of TM

strategies. It is evident in the absence of performance evaluation and the ambiguity in the relationship between performance appraisals and incentives (Al-Alawi et al., 2019). The influence of numerous mechanisms on individual talent performance within the context of TM has been empirically explored in various studies. These prior studies mainly focused on exploring the crucial roles of line managers and organisational support (Bratton and Wattson, 2018). Studies have highlighted the importance of line managers in addressing the gaps between the planning and implementation of related policies (Gallardo-Gallardo et al., 2020).

Thunnissen and Buttiens (2017) suggested the need to take into account line managers' concerns and recommendations in the initial development stage of TM practices. Line managers have additional responsibility of assisting the growth of employees (Nyfoudi & Tasoulis, 2021). Mentoring is part of a line manager's responsibility, and the resulting performance of a line manager depends on various individual and organisational levels. Jawali et al. (2021) observed line managers' lack of confidence and perceived lack of key skillsets to effectively recruit and manage talents.

2.6 Employee Performance

Performance is the extent of task completion that contributes to efficiency (Nmadu, Idris, Aidelokhai, & Adamu, 2021). Employee performance denotes the extent of task completion according to specific standards of accuracy, cost-effectiveness, efficiency, and speed. The tasks and resultant outcomes of employees must be in line with the organisational goals. Therefore, it is imperative that superiors or managers understand and take into account the actions and outputs, monitor the process of task completion, and provide the necessary feedback to motivate employees and achieve their

expectations at work. In the context of employee performance, efficiency is measurable using factors like the quantity, quality, and appropriateness of employees' output, employees' attendance and presence on the job, employees' morale at work, and the efficiency and effectiveness of task completion (Roz, 2019). Compensation and other additional rewards are often presented as a form of recognition for good performance at work.

In the same vein, performance refers to the outcomes or influence of one's activity during a specific timeframe. In order to realise organisational goals, it is crucial to effectively manage employee performance. The development and implementation of organisational strategies depend on the evaluation and quantification of employee performance. Employees' capabilities and outputs are assessed for efficient management of production rate. The productivity and success of an organisation are directly correlated with employee performance. A high level of employee performance produces significant results, especially in terms of employee harmony, high-quality output, and workplace dedication (Tamang, 2023).

The expected individual and organisational outcomes are typically in line with employee performance (Maden-Eyiusta & Alten, 2021, p. 22). Employees would feel contented when they can accomplish the assigned tasks effectively. Studies have underscored the benefits of offering career growth opportunities on employee performance. Such opportunities under competent management allow employees to demonstrate their capabilities and performance. Performance of employee is associated to the extent of contributions of employees to the realisation of organisational goals (Kalogiannidis, 2021). Rivaldo (2021) demonstrated higher employee performance following higher levels of job satisfaction.

According to Kuswati (2020), employees' inherent or acquired skillsets and employees' motivation to make use of these skillsets determine the levels of performance at work. Manzoor, Wei, and Asif (2021) defined employee performance as the competent and productive utilisation of the available resources to efficiently accomplish specific tasks by an individual or a group of individuals. There are predetermined criteria to evaluate one's performance. Motyka (2018) defined employee performance as the achievement of measurable outputs in each job function within a specific timeframe. Good employee performance yields higher consumer satisfaction.

There are different characteristics of employee performance, such as the quantity, quality, and timeliness of output and the cooperativeness and attendance at work (Soltani & Wilkinson, 2020). The review of related literature revealed employee performance as the expected tasks and responsibilities to be fulfilled by employees. Employee performance is reviewed on a monthly or annual basis based on specific predetermined criteria. Employee performance is one of the key factors that determine organisational performance and success. Formal procedures, such as supervisor rating, management by objectives, 360° assessment, and peer evaluation, are typically involved to evaluate employee performance, specifically in terms of employees' individual contributions to their personal growth and organisational progress (Rahmany, 2018).

Evidently, employee performance significantly influences the attainment of organisational goals, which explains the importance to manage and supervise the performance of each employee effectively. This can be achieved through employee evaluation and competitive performance assessment. With the growing importance of

performance management systems today, managers are pressured to effectively motivate employees for optimal organisational progress and success (Hall, 2017).

Specific roles and responsibilities are assigned to employees according to their skillsets, knowledge, availability, and qualifications. The assessment of employee performance is performed upon the successful completion of the assigned tasks (Sumenda1 et al., 2018). Adnyani and Dewi (2019) defined job performance as the set of inherent skillsets that enable employees to complete the assigned tasks successfully with respect to the organisational goals. The main goal of employee performance is to achieve organisational goals (Alruwaili, 2018). Employee performance is derived from the tasks and responsibilities carried out by employees of the organisation (Mkamburi & Kamaara, 2017). Samwel (2018) observed increased dedication, loyalty, and performance at work among satisfied employees. Elbadawi (2021) highlighted the crucial role of employee performance in realising corporate performance. Essentially, employees' capabilities and talents significantly influence their career advancement, engagement in decision-making and problem-solving, and innovations at work (Maher, 2017).

The majority of prior studies focused on assessing the influence of emotional intelligence, self-awareness, self-regulation, and motivation on employee performance. There has been a debate on the validity of the available measurement tools to assess these relationships. The current study concentrated on DTPS contributed to the uniqueness and significance of this study, as this was not explored in other prior studies. Moreover, the current study focused on exploring any underlying differences that characterise employee performance within the context of the UAE from those on which previous studies took place. In this study, the dimensions of TM

were measured as independent variables, while employee performance was measured as a dependent variable. Meanwhile, motivation was assessed as a mediator in the association between TM and performance of employees.

Employee performance has been explored in various studies. For instance, Ndolo, Kingi, and Ibua (2017) reported the significant and positive influence of TM techniques, specifically talent development, career development, and work-life balance, on employee performance. In another study, Dixit and Dean (2018) demonstrated the positive influence of TM strategies on employee performance. Pandita and Ray (2018) similarly noted the influence of TM strategies on employee performance.

Bibi (2019) employed a quantitative cross-sectional research design to examine the effect of TM on employee performance in healthcare organisations. The study revealed the significant and positive influence of TM practices in terms of talent selection and recruitment, mentoring and coaching for talent development, and compensation for retention of talent on employee performance. The study presented valuable insights on the favourable implications of TM practices on employee performance, which would benefit the HR management of healthcare organisations in their efforts of hiring, managing, and motivating employees to effectively achieve the organisational goals. Appropriate strategies and practices of talent attraction, talent development, and talent retention should be designed and implemented to engage and motivate employees to effectively adapt with the organisational changes for the current and future organisational needs.

Diamantidis and Chatzoglou (2019) developed a comprehensive model to holistically assess different factors that influence employee performance, which included environmental or organisational factors (environmental dynamism, management support, organisational climate, and training culture,), job-related factors (job autonomy, job communication, and job environment), and employee-related factors (adaptability, commitment, intrinsic motivation, skill flexibility, skill level, and proactivity) using SEM. The study observed the direct influence of intrinsic motivation on employee performance. However, the study substantially depended on theoretical propositions, instead of empirical testing. Despite the comprehensiveness of the proposed model, the study did not empirically test its practicality in the real-world contexts. Moreover, the study's focus on the influence of general factors may have excluded industry-specific nuances.

Focusing on PT. ABC Makassar in Indonesia, Razak, Sarpan, and Ramlan (2018a) examined the relationships of the style of leadership, motivation, and work regulations with employee performance. The obtained results showed the significant and positive influence of work discipline on employee performance. The results also demonstrated the insignificant and positive influence of leadership style and motivation on employee performance. Among these three factors, work discipline exerted the most substantial influence on employee performance.

Focusing on the performance of nurses in Indonesia, Sopia et al. (2020) assessed the relationship of TM, work engagement, and employee performance. The study observed good performance of nurses in government and private hospitals and high levels of TM and work engagement. The study's results demonstrated the positive

influence of TM on employee performance and the significant moderating effect of work engagement on employee performance among nurses.

In another study, with the emphasis on human behaviour at the workplace, Kuswati (2020) assessed the influence of motivation on employee performance. The study found a noteworthy correlation between the perspectives of males and females, as well as graduate employees and undergraduate employees, regarding the following factors: motivation, promotion of self-competition among employees, infrequent and awards and honours, motivation through career-oriented interest in the job.

With different scopes, methodologies, and findings, these prior studies presented significant insights on key factors that influence employee performance. The current study critically reviewed the similarities and differences of these studies to draw meaningful conclusions, resulting in key practical implications for organisations. Firstly, these prior studies similarly explored factors that influence employee performance despite focusing on different contexts, such as healthcare organisations in Pakistan, nurses in Indonesia, and employees at PT. ABC Makassar, Indonesia. Secondly, these studies adopted a similar approach, specifically the quantitative approach. These studies applied quantitative methods (e.g., questionnaire survey) to collect and analyse data. Thirdly, these studies performed statistical tests like path analysis, SEM, correlation test, and determination test to assess the relationships between constructs and the influence of different factors on employee performance. Last but not least, these prior studies included TM. In particular, three out of five aforementioned studies assessed TM as a significant determinant of employee performance, suggesting its significance within the organisational settings.

Meanwhile, geographical context was identified as one of the differences among these prior studies. Prior studies were conducted in different geographical locations, such as Pakistan and Indonesia, which demonstrated the potential variations in cultural and organisational factors in influencing employee performance. Secondly, although these prior studies explored factors that influence employee performance, these studies examined different specific constructs, such as TM practices, motivation, work engagement, leadership style, and work discipline. Thirdly, these studies involved varying sample characteristics in terms of sample size and demographic characteristics. For instance, one of the prior studies sampled nurses, while another study sampled employees of various backgrounds. Lastly, these prior studies reported different outcomes and recommendations based on specific objectives. For instance, certain studies elaborated on the significance of TM practices, whereas other studies discussed the significance of work engagement or leadership style in influencing employee performance.

Overall, prior studies similarly explored factors that influence employee performance. However, these studies had different scopes, methodologies, and findings. This suggested the diversity of these studies across different cultural and organisational contexts in the domain of TM.

2.7 Motivation

Riyanto et al. (2021) described motivation as the drive to direct, control, or explain human behaviour. Hidayat et al. (2022) defined motivation as a form of complex influences that drive one's work in an organisation. Meanwhile, Pasaribu, Dalimunthe, and Sembiring (2023) described motivation as a process that involves one's willingness to exert more effort to meet personal and organisational goal. In short,

motivation drives one to act and maintain the course of the initiated action. Highly motivated individuals display a few notable characteristics, such as having achievable goals, willing to engage in tasks that come with a certain level of uncertainty, proactively apply well-thought strategies, possess a high level of accountability, and follow through to a well-defined, structured course of actions (Hidayah & Santoso, 2020).

Motivation is a compelling force that bolster one's behaviour and determination to persist (Riyanto et al., 2021). It can be described as an inherent drive to achieve specific goals and sense of fulfilment. It denotes a sequential progression derived from a physiological or psychological necessity to the instigation of a specific behaviour towards realising a certain goal. Motivation can also be described as an invisible force that prompts one to act or behave in a certain manner (Lestari & Muchsinati, 2022). They believe that it has some features that make it better than other definitions. Firstly, it is not as broad as other definitions; motivation is described to be closely linked to work settings. His definition was proposed for behaviours like joining (or leaving) a company, being punctual, following the supervisor's orders, proposing more effective ways to perform a specific task, and accepting relocation to another place (Otyola, Julie, Caro, & Rogers, 2023).

Motivation refers to a form of measures that prompts employees to demonstrate higher productivity for the realisation of predetermined organisational goals (Saifullah, 2020). It can be rather challenging to increase the level of motivation due to the lack of certain stimulating characteristics at the individual level (Ufaira & Hendriani, 2019). Motivation has gained immense research interest, as evidenced by Chauhan et al. (2019) and Bastari et al. (2020). Motivation is recognised as a key determinant of

human behaviour and individual performance. The theory of motivation has been extensively explored and expanded in numerous studies. The level of motivation at individual or group level in meeting their roles and responsibilities can favourably influence organisational performance. Setiawan (2021) defined motivation as employees' tendency to display a higher degree of effort using the available organisational resources to achieve personal and organisational goals.

In this highly competitive market, organisations of all sizes and technologies aim to achieve and sustain their success and high-level performance. Realising that, organisations must come up with well-defined plans and effectively implement appropriate strategies using the available resources. There have been a growing awareness of the important roles of employees as valuable assets for organisations to effectively deal with the current and future challenges. In fact, organisations that prioritise human capital and position their workforce as the backbone of their business operations, cultivate and maintain strong and positive relationships with their employees, and proactively motivate them to perform at work achieve higher organisational efficiency and productivity (Hidayat et al., 2022; Lestari & Muchsinati, 2022).

However, organisations today encounter various challenges to retain their employees. Acknowledging the pivotal roles of employees and their substantial contributions to improving organisational productivity, organisations make continuous efforts to retain their employees by cultivating a high level of motivation and holistic work conditions. Poorly driven employees diminish the levels of organisational efficiency and productivity. Motivated and satisfied employees drive organisations to the desired outcomes (Pasaribu et al., 2023).

In the organisational contexts, the emphasis on incentives, especially performance bonuses, to motivate employees to improve their performance plays a pivotal role in driving them to optimise their full potentials to perform at work (Kilanko & Onukwube, 2023). Employees highly regard such incentives to enhance their productivity and efficiency at work, resulting in the overall success for the organisations. The existing theories related to motivation, such as expectancy theory or reinforcement theory, postulated that rewarding desirable behaviour can drive its repetition. This theoretical notion further strengthened the provided arguments in the study . Incentives like performance bonuses are highly effective. This assertion is clearly in line with the concepts of a strong correlation between motivation and behaviour and positive influence of rewards on performance for organisational success.

According to Alwedyan (2021), motivation is a key catalyst for higher employee efficiency and employee performance, which positively drive higher levels of organisational outputs and productivity. Motivation drives employees to achieve specific goals at the individual and organisational levels. It has become a significant topic of research given its significance in optimising the effective use of both financial resources and human capital.

Girdwichai and Sriviboon (2020) conducted a survey among academic staff from 10 leading business schools in Indonesia. The recorded response rate was 62.3%. All collected data were subjected to PLS-SEM. The results demonstrated the significant relationship between motivation and employee performance. The study also highlighted key areas to be taken into account for enhanced employee performance.

Meanwhile, Kuswati (2020) identified declining level of motivation among employees as the main cause of the issues of declining employee performance, affecting the success of achieving organisational targets. The study empirically examined the influence of motivational factors on employee performance based on a random sample of respondents. The study observed positive influence of motivation on employee performance.

Focusing on the field of HR management, Paais and Pattiruhu (2020) empirically assessed the relationship between motivation and employee performance based on a sample of 155 employees of Wahana Resources Ltd. North Seram District, Central Maluku Regency in Indonesia. Proportionate stratified random sampling technique was employed. The survey results were subjected to SEM using Amos. The study's results confirmed the significant and positive influence of motivation on employee performance.

In another study, Riyanto, Endri, and Herlisha (2021) surveyed conveniently selected 103 system developers (in charge of system development activities for a project or part of an ongoing project) of information technology companies in cities of Bandung and Jakarta, Indonesia. All data were analysed using SmartPLS (version 3.0). Based on the obtained PLS results, the study empirically proved the positive influence of motivation on employee performance. The study highlighted several key practical contributions for higher employee engagement, which involved motivating employees to be more driven and innovative and providing the needed support to facilitate the achievement of the desired outcomes.

Sitopu, Sitinjak, and Marpaung (2021) conducted a study in PT. Sinar Jernih Suksesindo, which involved a sample of 130 employees. The obtained survey data were analysed and confirmed the significant influence of motivation on employee performance at 0.001 level of significance.

In a more recent study, Niroula and Updhaya (2022) observed insignificant and negative influence of the provision of allowance and salary and insignificant and positive influence of social security on employee performance. The study reported a significant relationship between strategic TM and project success in project-oriented organisations.

2.7.1 Factors that Motivate Employees

In general, employees seek acceptable amounts of allowances and salary, while employers seek to provide employees the resources and compensation they deserve. There are various factors that motivate employees. Firstly, employees with a higher level of pre-training motivation are more likely to be motivated than employees with a lower level of pre-training motivation to undergo training for greater learning outcomes (Saleh & Eldeep, 2022). Monaghan (2023) highlighted the growth of traineeship. Training denotes the action of imparting knowledge and skillsets to improve employees' fit for the job roles and the organisation. It guides employees on how to cultivate and improve their skillsets, which can motivate them to realise their personal and organisational goals. Achieving competitive advantage has become inevitably necessary in today's competitive world, which is only possible with employee engagement, implying the significant need for organisations to motivate employees using various strategic means.

Secondly, promotion can be another driving factor that motivates employees. Razak, Sarpan, and Ramlan (2018b) highlighted the positive influence of promotion system on organisational justice and job satisfaction. Rinny, Purba, and Handiman (2020) similarly noted the positive influence of promotion, as such initiative compels employees to improve their performance in order to compensate any shortcomings or inefficiency at work. Therefore, offering promotion at strategic point of time yields favourable outcomes. In most cases, promotion satisfies employees' psychological needs for higher productivity and enhanced performance.

Another factor that motivates employees involves achievement. Achievement is a unique and specialised form of organisational performance (Kuswati, 2020). According to Sugiarti (2022), high levels of achievement and self-control motivate employees to a great extent. Achievement-driven employees seek achievement as a source of motivation, driving them to challenge themselves and achieve the desired goals. This consequently results in improved performance at work. Receiving favourable feedback from the top-level management is a form of recognition for employees who have demonstrated strong achievement and progress, providing them a strong sense of attainment.

Work conditions serve as another driving factor that influences employees at work. According to Ramli (2019), positive work conditions boost job satisfaction and employee commitment. As a result, employees would be compelled to deliver their best performance, which enhance their overall work performance. Sari, Bendesa, and Antara (2019) presented evidence on the moderating impact of age in influencing the association between psychosocial work conditions and health. Work conditions refer to the elements or dimensions of the physical environment. Poor work conditions

causes negative employee performance, especially of those jobs that are both mentally and physically demanding.

2.7.2 Types of Motivation

Accordingly, there are intrinsic (internal) and extrinsic (external) types of motivation. These different types of motivation have different sources of pressure or pleasure. Opoku (2021) discussed these different types of motivation, which are reviewed in the following subsections.

2.7.2.1 Intrinsic Motivation

The concept of intrinsic motivation refers to one's propensity to take part in specific activities solely for its inherent value or personal fulfilment (Locke & Shattke, 2018). The display of intrinsic motivation is evident in the absence of any apparent reward for the completion of the work. Motivation derived from intrinsic aspects depends on the quality of the work and may yield an influential impact due to the inherent characteristics at the individual level (Turner & Reed, 2022).

Intrinsic motivation is related to a psychological form of rewards, such as the opportunity to demonstrate one's work progress. Also, the rewards can be in the psychological form in which they are ones that can be known by the character of the managers. Behaviours from motivation from the inside of individuals can bring about inflexibility, imagination, and spontaneity (Rheinberg, 2020). In other words, intrinsic motivation denotes the engagement of an activity because of one's personal interest or for personal fulfilment (Ryan & Deci, 2017).

Intrinsic motivation is derived from one's personal interest or pleasure towards a specific task, which does not require external forms of rewards, as the task is completed out of interest or for personal fulfilment. It can be viewed as a form of influence that prompts one to engage in certain tasks without external influences. Intrinsically motivated individuals experience a sense of pleasure, interest, and personally fulfilled in the pursuit of personal challenge at work (Rheinberg & Engeser, 2018; Opoku, 2021).

Accordingly, there are three main forms of intrinsic motivation. The first form of intrinsic motivation involves one's voluntary participation in a particular activity or task for their own satisfaction and pleasure, such as pursuing a hobby in the context of work. The second form of intrinsic motivation involves one's voluntary participation in a particular activity or task that can be more challenging or mundane for their own satisfaction and pleasure, such as meeting a work deadline for that sense of achievement. Lastly, the third form of intrinsic motivation involves the subject of compliance with personal standards that prompts a certain action or behaviour. These standards may be ethical standards, commitment to a certain group, or the desire to act based on the values of material or fairness procedure (Rheinberg, 2020).

2.7.2.2 Extrinsic Motivation

Unlike intrinsic motivation, extrinsic motivation denotes one's engagement in a certain activity with the goal of acquiring rewards, benefits, or any forms of tangible outcomes. External influences prompt externally motivated individuals to act or behave in a certain manner. Extrinsic motivation is associated with activities to achieve specific outcomes that are not related to the activities. Taking the context of work or career, extrinsic motivation denotes one's desire to meet one's needs or goals that are

not related to the work or career, such as considering work as a source of income (Legault, 2020).

Various external factors, such as allowances, salary, compensation, security, promotion, contract of service, work conditions, and conditions of service, influence one's extrinsic motivation in the work settings. In other words, these external factors should be taken into account to drive externally motivated employees to perform at work. These factors are managed at the organisational level and can be beyond the control of individual managers. Additionally, extrinsic motivators can exert instantaneous, potent implications, but these effects are not sustainable in the long term (Locke & Schattke, 2019).

2.8 The Relation Between Talent Management and Employee Performance

In this increasingly competitive market, organisations are pressured to motivate employees to deliver their best performance (Nagi et al., 2020). It is in the interest of the organisations that their employees exert maximum effort to deliver their best performance. With that, TM and its implementation have gained growing attention across the world (Kaleem, 2019). TM, talent acquisition, development, and retention are positively related. Based on the findings of the majority of participants, strategies like acknowledging and equipping potential employees for key positions and establishing well-defined and strategic succession plan for employees to effectively undertake their roles and responsibilities contribute to enhanced employee performance.

Shabane (2017) highlighted the crucial role of talent in providing organisations with competitive advantage. There are various practical advantages for skill-oriented employee performance and organisational performance (Horseman, 2018). Aldi and Susanti (2019) noted the significant and positive influence of training on career growth. Indrasari (2019) found the significant impact of career path on performance of employee. Ali and Mehreen (2018) identified succession planning as a key strategy to mitigate employee turnover intention.

However, the influence of succession planning on performance of employees has remained inadequately explicated. It is a challenge for organisations to effectively retain highly skilled and competent employees, which can boost their competitive advantage and realise the organisational goals. Succession planning is undoubtedly a key strategic component of TM that supports organisations to develop and expand their competent workforce (Ali & Mehreen, 2018).

There are challenges to retaining key employees for organisations, and assigning inappropriate talents for the key positions yields poor performance (Pahos & Galanaki, 2019). Recent studies have highlighted the positive effect of succession planning on work resources and employee engagement, which consequently promote employee performance, job security, and career growth. The implementation of effective succession planning facilitates employees' skill development (Gordon & Overbey, 2018), which promotes the realisation of personal and organisational goals following employees' increased commitment to their professional roles and responsibilities.

Through training and development programmes, employees are coached and guided to learn key skills, knowledge, and expertise in order to enhance their work performance. This continuous and consistent process serves to improve employees' skillsets and competencies (Gryphon & Pustay, 2020). After all, training positively influences employee performance. Therefore, sustainable TM strategies positively boosts employee performance, as evidenced by Manzoor et al. (2019). Pangestuti (2019) reported the positive influence of training on employee performance based on a sample from Kenya State University. Besides that, Arpiani et al. (2022) found the significant and positive influence of TM on employee performance.

This section reviewed related literature on the association between TM and performance of employees. Although these prior studies focused on different scopes and domains and employed different methodologies, these studies similarly discussed the positive influence of TM on employee performance. Evidently, TM plays pivotal roles in strengthening competitive advantage, organisational performance, career growth, and performance of employees.

2.9 Relation between Motivation and Employee Performance

The emphasis on motivation contributes to improved employee performance within the public organisational context (Blom et al., 2020). Rewarding well-deserved employees who display outstanding performance can significantly increase their motivation at work. Apart from that, organisations should provide their employees with incentives and bonuses and ensure that they address their employees' needs (Hidayah & Santoso, 2020). Motivation plays a key role in improving employee performance and responsiveness at the workplace (Kamidi, 2019). As a key driver, motivation prompts employees to enhance their performance to realise the

organisational goals (Afiyati, 2018). It internally and externally compels individuals to achieve the necessary goals (Harahap & Khair, 2019). Aldi and Susanti (2019) noted the significant influence of motivation on employee performance. The relationship between motivation and employee performance has been explored in various studies. For instance, Annisa and Nadhiroh (2019) highlighted the relationship of work pleasure, motivation, and employee performance. Meanwhile, Hendri (2020) postulated the significant and positive relationship of motivation, work conditions, and employee performance. Supriyanto (2021) demonstrated the significant and positive influence of motivation on employee performance. Focusing on the construction organisations in Nigeria, Kilanko and Onukwube (2023) explored numerous motivating strategies but found no significant outcomes, which suggested relatively low engagement of organisations in implementing these strategies and low efficacy of these strategies in improving project performance. Thus, the study recommended the need to introduce and implement a comprehensive approach involving both monetary and non-monetary incentives to enhance employees' productivity and overall performance of the project.

These prior studies on the association between motivation and employee performance adopted different methodologies and focused on different contexts or industries. These studies also viewed motivation differently, ranging from incentives and bonuses to work conditions. However, these studies similarly demonstrated the positive influence of motivation on employee performance.

2.10 Relationship Between Talent Management and Motivation

According to Darmawan (2017), the provision of training stimulates and improves motivation and compels a higher level of commitment among employees at work. This

consequently increases the retention rate of employees. Castañeda and Walter (2020) posited the direct and positive influence of intrinsic motivation-oriented TM framework on different aspects like self-esteem, creativity, social need for commitment, and employee satisfaction and proficiency. Motivation and development of strategies to sustain intrinsic motivation are key influencing factors of career success.

Factors like poor compensation, job instability, and inadequate supervision, which are widely regarded as key determinants of employee turnover, have been extensively explored in various studies and discussed in the current literature on TM (Cui, Khan, & Tarba, 2018). Besides that, Rubenstein et al. (2018) identified effective leadership, compensation, flexible working hours, and other extrinsic job elements as influencing factors of turnover rate. Pramuditha (2019) revealed the significant influence of TM, motivation, and career growth on employee performance, both individually and collectively.

2.11 Underpinning Theories

There are various theories related to motivation, suggesting various factors that significantly influence motivation. Two theories, namely the resource-based theory and theory of Herzberg motivation-hygiene, were employed in the current study to comprehensively elucidate the relationships of TM, motivation, and employee performance in the public sector within the context of UAE.

2.11.1 The Resource-Based Theory

The resource-based theory provided the underlying theoretical basis for the relationship between TM and the attainment of competitive advantage for long-term

improvements in organisational performance (Rabbi, 2015). The current study regarded talent as an indispensable asset for organisations to achieve sustainable competitive advantage. It is widely recommended for organisations to emphasise TM as part of their strategic focus.

According to the resource-based theory, talent is a primary form of resources for organisations to achieve the desired competitive advantage. Therefore, organisations must emphasise the recruitment, development, and retention of highly skilled and competent employees (Rabbi, 2015). Employees with specialised knowledge and skillsets are valuable strategic assets, which can support organisations to attain competitive advantage, reducing the chance of being replicated or substituted by their market competitors (Barney, 1991). Hiltrop (1999) identified human capital as a strategic asset in high-performing organisations and highlighted its key role in developing and sustaining competitive advantage. According to Meso and Smith (2000), sustainable competitive advantage is influenced by the acquisition and utilisation of strategic organisational assets. The strategic implementation of talent attraction and recruitment from internal and external sources improves the quality and distinctiveness of strategic organisational resources (Hatch & Dyer, 2004). Talent attraction and recruitment practices create unique competitive advantage, driving the organisations to perform better than their market competitors.

The criteria for the strategic roles and responsibilities involved determine the recruitment of key talents (Wright, Dunford, & Snell, 2001). In relation to the resource-based view, the key positions for talented employees are identified based on their value, rarity, inimitability, and uniqueness. The improvements in employees' skillsets and competencies strongly justify the need for organisations to invest in talent

development as a means to gain competitive advantage. Talent development yields valuable, unique, and nonreplicated skillsets. The focus on content-related issues has contributed to the significance of talent development at the organisational level (Eisenhardt & Martin, 2000). In order to attain competitive advantage, it is imperative for organisations to comprehensively comprehend the underlying mechanisms of talent development (Festing & Eidems, 2011). Well-defined career path and advancement should be established to ensure the accountability and commitment of key talents to fulfil the future organisational needs. With the growing market dynamics, organisations are propelled to shift their focus to talent acquisition and talent development and support their employees' acquisition and improvement of new skillsets and competencies in order to develop and sustain their competitive advantage.

2.11.2 Herzberg Motivation-Hygiene Theory

In “One More Time: How Do You Motivate Employees?”, Herzberg (1987) introduced Herzberg's motivation-hygiene theory or commonly known as Herzberg two-factor theory, which grouped various factors that influence work motivation into two main categories, namely motivation factors and hygiene factors. The posited notion continued to exert substantial influence over time, which led to the formation on the current notion based on Maslow's (1954) theory of needs, emphasising the construct of job satisfaction.

According to Herzberg (1987), the notion pertaining to hygiene factors mainly involved preventing employees from feeling dissatisfied with their job. In this case, hygiene factors encompass extrinsic factors, which may include technical supervision, interpersonal relations, physical work conditions, salary, company policies, and administrative practices and benefits. Managing hygiene factors solely serves to ensure

employees' job satisfaction. Therefore, the framework of enhancing job satisfaction must take into account hygiene factors, mitigating any potential discomfort and distress among employees (Tuffour, 2016).

Meanwhile, the notion pertaining to motivation factors focused on enhancing employees' job satisfaction and motivating them to perform better at work. Motivation factors encompass intrinsic factors, which may include achievement, recognition and status, responsibility, challenging work, and career advancement. The sole focus of hygiene factors lies in the prevention of job dissatisfaction, which explains why it is not suitable to consider these factors as incentives to form job satisfaction (Nduka, 2016).

Herzberg (1987) highlighted the key differences that set hygiene factors apart from motivation factors. In the case of successful mitigation or elimination of job dissatisfaction, it is highly plausible that the organisation has successfully created a holistic work environment, which ensures enhanced performance. Hygiene factors represent a set of attributes associated with job dissatisfaction. The success of the implementation of strategic HR proposals that emphasise motivating the workforce can positively or negatively influence the level of employee satisfaction. Examples of hygiene factors are accomplishment, acknowledgment, development, growth, responsibility, and the nature of the work itself. Organisations that demonstrate authentic concern for their employees are often favourably perceived as providing fair and respectful employee treatment, reducing concerns of excessive bureaucracy (Kahungya, 2016).

To his contribution to Herzberg theory, Peter (2025) argued that Herzberg's distinction between hygiene factors and motivators offers insights into managing job satisfaction and dissatisfaction in environments where workspaces and routines vary. In addition, he emphasized that Herzberg's theory provides practical guidance on managing job satisfaction through hygiene factors and motivators tailored to hybrid contexts. The researchers were greatly inspired to advance work on job satisfaction by Herzberg's motivator-hygiene theory. By presenting motivator-hygiene theory and challenging the conventional model of job satisfaction, Herzberg, Mausner, and Snyderman shocked the conventional wisdom on the subject in 1959. According to Herzberg's theory, job satisfaction is produced when motivators like achievement, responsibility, promotion, acknowledgment, and the work itself are available; their absence results in no job satisfaction but is unrelated to job dissatisfaction. Researchers were greatly inspired to advance work on job satisfaction by Herzberg's motivator-hygiene theory (Steers & Porter, 1992). By presenting motivator-hygiene theory and challenging the conventional model of job satisfaction, Herzberg and his colleagues dealt a blow to the conventional understanding of job satisfaction (Jones & Lloyd, 2005).

In addition, Joseph (2023) found that the Herzberg's Two-Factor Model widespread application across a variety of business sectors. The Two-Factor Theory developed by Herzberg combines features of intrinsic and extrinsic motivation in a way that makes it capable of effectively encompassing other motivation theories. Similarities have been established between Herzberg's motivation and hygiene components and other motivation theories; each theory carries various employees' desire for motivation in comparable terms.

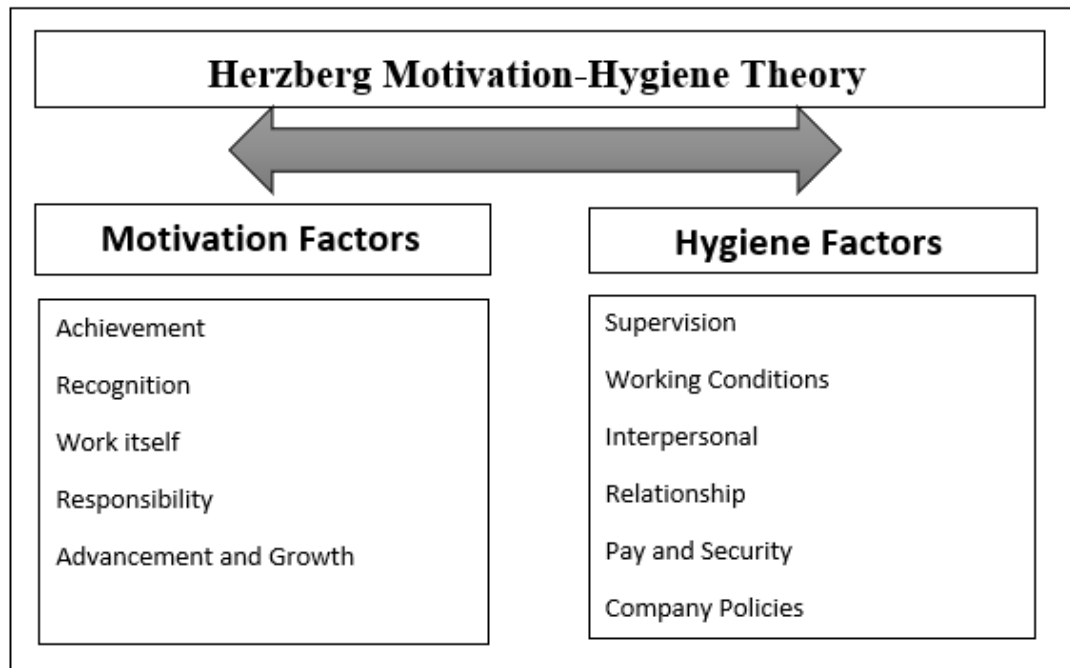


Figure 2.1. Herzberg Motivation-Hygiene; (Source: Herzberg, 1959).

2.12 Research Framework

Based on the comprehensive review of literature in the earlier sections, which elaborated the constructs of interest in relation to the real-world context, a research framework that depicted the diagrammatic view of the hypothesised relationships among these variables was developed. A structural model was then derived from this proposed research framework, providing an overview of the overall study. Figure 2.2 illustrates the hypothesised causal and mediation effects in this study.

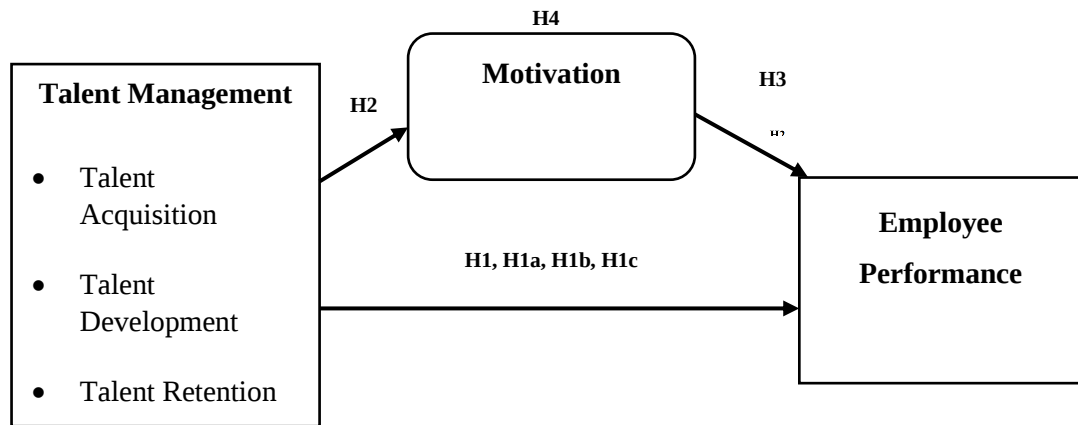


Figure 2.2. Research Framework

In particular, TM and its dimensions (i.e., talent acquisition, talent development, and talent retention) in this study were measured as the independent variables, whereas employee performance was assessed as a dependent construct. Meanwhile, motivation was explored as a mediator in the relationship involving TM and employee performance. The direct (H1, H1a, H1b, and H1c) and indirect (H4) relationships among TM dimensions and employee performance were examined. Therefore, the direct relationship between TM and motivation (H2) and the direct relationship between motivation and employee performance (H3) were also examined.

2.13 Development of Hypotheses

Following the development of research framework, several hypotheses were formulated for testing. With respect to the objective of examining the relationships of TM, motivation, and employee performance, all relevant constructs were taken into account in the hypotheses' development. They were formulated based on the literature review and relevant theories.

2.13.1 Influence of Talent Management on Employee Performance

The shift of primary roles and responsibilities of HR from simple administrative tasks to advanced tasks involving configuration and computer-based planning in 1990 contributed to the emergence of TM (Mahmoud, 2019). In order to attract and retain good talents, organisations today must take into account the implementation of TM and assess the influence of TM on key organisational aspects like employee performance and organisational performance (Tlaiss, 2020). Highly skilled and competent employees demonstrate outstanding achievements and performance (Tlaiss, 2020). Employee performance is the output of the tasks completed by employees according to their designated roles and responsibilities based on their skillsets, experience, ethical conduct, and capability to meet deadlines (Sumendal et al., 2018).

On the contrary, Rahardjo and Nurhayati (2022) noted limited influence of TM on employee performance. TM in terms of talent acquisition, talent retention, and career management exert negligible influence on employee performance in terms of quality, quantity, or effectiveness at work.

The relationships of TM and its dimensions with employee performance have been explored in numerous studies. These relationships were consistently found to be significant and positive (Ali & Mehreen, 2018; Gordon & Overbey, 2018; Horseman, 2018; Kaleem, 2019; Gryphon & Pustay, 2020; Nagi et al., 2020). In the view of what mentioned before, the following hypotheses were proposed for testing:

H1: TM positively influences employee performance.

H1a: Talent acquisition positively influences employee performance.

H1b: Talent development positively influences employee performance.

H1c: Talent retention positively influences employee performance.

2.13.2 Influence of Talent Management on Motivation

As evidenced by Krstic et al. (2018), motivation refers to the capacity to initiate actions that lead to the realisation of the predetermined goals. The term “employee motivation” denotes a component that supports, improves, and sustains employee behaviour (Pinder, 2008). A TM strategy that emphasises intrinsic motivation can significantly enhance employees’ confidence, commitment, creativity, competence, and satisfaction at work (Castaeda & Walter, 2020).

Nawangari and Sutawidjaya (2019) demonstrated the positive influence of motivation on TM. Employees’ intrinsic motivation to deliver their best performance at work can strengthen the effectiveness of HR management. Dangol (2020) observed higher level of talent retention following the setup of a development facility within the motivational framework. Niroula and Updhaya (2022) noted the significant influence of training on employee promotion within the context of Pakistani universities. Effective TM at the organisational level can favourably increase motivation among their employees. With that, the current study proposed the following hypothesis for testing:

H2: TM positively influences motivation.

2.13.3 Influence of Motivation on Employee Performance

Lumbantobing (2020) described motivation as the resultant outcome of one’s actions, suggesting how one’s satisfaction influences the decided actions. In other words, an

action would not be executed if one does not have the preference to do so. However, this does not apply to cases when one considers the potential to behave in an unacceptable manner. Pusparani (2021) viewed motivation as a process involving one's desire to engage in a specific action to realise their goals. Meanwhile, Yunita (2021) defined motivation as a dynamic factor that propels an employee or a member of an organisation to voluntarily take part in tasks according to the organisational goals. Strongly motivated and determined employees are more likely to perform independently at work using their skillsets, knowledge, and expertise (Effendy, 2018). It is crucial for employees to be intrinsically motivated in order to achieve significantly favourable job outcomes.

There are several strategies for organisations to implement in order to promote employee motivation, such as allocating bonuses, acknowledging and rewarding employees for their accomplishments, and being attentive to their employees' needs. Organisations must take into account the cultivation of motivation for the development of favourable perceptions towards the work environment among employees (Kamidi, 2019). Intrinsic and extrinsic motivation compel individuals to realise their goals (Harahap & Khair, 2019). Aldi and Susanti (2019), Pramuditha (2019), and Arpiani and Mulyana (2022) underscored the significant and positive influence of motivation on performance.

Job satisfaction is a subjective assessment of employees' fulfilment with work (Yue, 2021). Employees' job requirements, personal desires, and prior experiences collectively contribute to the formation of job expectations. Employee motivation is derived from a sense of optimism. A leader who appropriately acknowledges and rewards employees for the completion of the assigned tasks can effectively cultivate

motivation (Loor-Zambrano et al., 2022). Annisa et al. (2021) noted the influence of motivation on employee performance. Rahardjo and Nurhayati (2022) also found that motivation strongly and positively affected employee performance. Liow et al. (2023) highlighted the positive correlation between the potential for meeting work expectations and job satisfaction.

Studies have contended the significant advancement in employee performance (in productivity, excellence, and effectiveness at work) to higher level of employee motivation following their desire to deliver good performance, their propensity to display collaboration or teamwork, and their tendency to assume accountability and responsibilities from a leadership position. Based on a sample from Hotel XYZ in Jakarta, Indonesia, Hartono and Nurwati (2021) found that motivation, compensation, and employee performance were significantly and positively related. Focusing on the organisational context, Niroula and Updhaya (2022) found that motivational elements significantly influenced employee performance and further elaborated on the positive influence of leaders' effective motivation on the quality of employee performance. On the contrary, Ozigbo (2020) found no significant influence of motivation on performance and attributed this outcome to the wide availability of means for achievement.

Therefore, the current study proposed the following hypothesis for testing:

H3: Motivation positively influences employee performance.

2.13.4 The Mediating effect of Motivation on the Relationship between Talent Management and Employee Performance

The influence of TM on organisational performance has been highlighted in many studies. Previous studies evidenced the significant influence of TM and its dimensions on employee performance. However, the reported findings have been inconsistent. The inconclusiveness of findings has propelled more studies to explore additional variables that may present valuable insights on the underlying mechanism of the direct and indirect relationships involving TM and employee performance.

Motivation has posited as a potential mediator in the association between TM and employee performance. As a key determinant, motivation can substantially and potentially augment the influence of TM on employee performance. Nawangsari and Sutawidjaya (2019) highlighted the direct positive influence of motivation on TM, suggesting how employees' tendency to perform can enhance effective people management. Focusing on the significance of training within the Pakistani organisational context, Elnabawy (2021) discussed the influence of employee motivation on employee performance.

Therefore, the following hypothesis was postulated for testing:

H4: Motivation mediates the relationship between TM and employee performance

2.14 Chapter Summary

This chapter comprehensively reviewed literature related to TM, the influence of its determinants on employee performance, and the mediating role of motivation. Studies have noted the positive and significant influence of TM on employee performance. However, a few prior studies reported otherwise. Several gaps in literature were

identified for the current study to explore in order to resolve the inconclusiveness of these relationships. Besides that, the mediating impact of motivation in the relationship involving TM and employee performance was highlighted. This study intended to elucidate the underlying mechanism of these direct and indirect relationships. With that, a framework that incorporated these constructs of interest was developed, which led to the development of hypotheses. The underlying notions on the interrelationships between the selection of constructs and their effects were elucidated and documented in this chapter. The next chapter discusses the methods used in the this study.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used in the current study. Following the introduction of this chapter, research philosophy, philosophical assumptions of qualitative and quantitative methods, and research design are discussed. This chapter also justifies the study's population, including sample size, sampling technique, and unit of analysis. The subsequent sections detail the instrument and measurement of variables, namely TM, motivation, and employee performance. The details of the pilot test, data collection, and data analysis are also explained. This chapter also discusses this study's ethical considerations. A chapter summary is presented at the end of this chapter.

3.2 Research Philosophy

The exposition of a theoretical framework is derived from the formation of specific association to certain philosophical orientation (Cohen & Vigoda, 2000). Inquiry is based on the pre-existing reality within a social context within the framework of positivism, subjectivism, or realism. Positivism approaches social phenomena as cohesive entities as how natural scientists view physical phenomena (Creswell, 2012).

It is crucial for researchers to maintain their impartiality from the conducted research (Creswell, 1994). Therefore, methodologies that allow researchers to maintain independence and reduce their influence throughout the course of research are typically recommended.

Positivism was adopted in the current study. Furthermore, this study employed the quantitative approach, which involved the use of statistical tools and produced empirical results. Statistical tools were utilised to conduct the collection and analysis of quantitative data (Creswell, 2014). Operational measurements were employed for this study to properly define and interpret the relationships of TM, motivation, and employee performance within the context of DTPS in the UAE.

The application of quantitative principles strengthened the reliability of the current study. Objective assessment to interpret and validate the phenomenon of interest was ensured through various rigorous requirements during the collection and analysis of data. All relevant criteria for implementing a quantitative approach were adhered to in this study.

3.3 Philosophical Assumptions of Qualitative and Quantitative Methods

Qualitative and quantitative methods are distinctly different. It is crucial to possess adequate understanding of the criteria or requirements of qualitative and quantitative methods. As the current study opted for the application of quantitative methods, all relevant criteria or requirements were noted and adhered to. A quantitative research design strengthens the concept of value-free research through the adoption of rhetorical neutrality (Onweghuzie & Leech, 2005), introducing relevant social laws through time and generalisations that are not subjected to specific contexts. An

ontological quantitative model encompasses objectivity. The objective reality is not influenced by any social viewpoints (Sale, Lohfeld, & Brazil, 2002).

In social sciences, a quantitative study must retain its objectivity and ensure the researcher's independence from the observed entities. Quantitative methods mainly encompass experimental, mathematical, and statistical approaches, which involve a large sample size and ensure effective control, quantification, manipulation, and projection of social behaviours (Scott & Usher, 1999).

With the adoption of positivist research philosophy, the provided verifiable information can be objectively measured by external researchers (Guba & Lincoln, 2005). Taking into account the context of ontology, an objective viewpoint towards reality is employed; it is explored as an inherent and autonomous entity separate from the phenomenon under study.

Focusing on DTPS in Sharjah, UAE, the current study assessed the mediating role of motivation in the relationships of TM and its dimensions with employee performance. Related studies, especially within the domains of service quality and smart governance, were gathered and comprehensively reviewed (Al Bakr, 2009; Yahaya & Idris, 2015; Abdallat, 2016). The implementation of TM and the cultivation of motivation have been posited to enhance employee performance, which were objectively assessed in this study through the application of the survey method.

The axiological assumptions posited the independence of researchers' personal views from the quantitative analysis of data. This study explored constructs that were identified and analysed in prior studies. For instance, employee performance has been exploited as an illustrative case within this context. Epistemology pertains to assessing

knowledge and determining the legitimacy of the knowledge, which are typically linked to methodology (Collis & Hussey, 2003). In the case of empirical knowledge, the measurability and observability of the gathered knowledge influence the validity of the presented information. Appropriate framework and measures were considered in this study for the collection and analysis of the data.

Formal and impersonal language was utilised as a rhetorical presupposition. The operational definitions of key terms employed in the current study were derived from recognised definitions in literature. Quantitative methods were applied in this study to enhance the potential for generalisability. This approach ensured the accuracy and understanding of the derived causal predictions and interpretations, which enriched the current body of knowledge and practice.

3.4 Research Design

According to Cooper and Schindler (2003), research design includes the study's framework, overall plan, and methodology used to collect and analyse data. In other words, a "work plan" outlines the structure of key project details, which establish the validity and reliability of the obtained data and results with respect to the objectives of the study. A study must be methodologically constructed to facilitate the overall understanding of the study's objectives, methodology, and findings. Essentially, the adopted procedures to achieve the intended objectives must be clearly and comprehensively described (Creswell, 2009; Sahu, 2013). The use of a research design is necessary for the execution of different key stages involved in survey-based research (Babatunde, 2014).

As previously highlighted, this quantitative study employed the survey method, which involved the collection of numerical data as empirical evidence of the social phenomenon of interest. All collected data were statistically analysed to ensure the reliability and validity of the data. Sharp (2009) explored various elements of social ideas, trends, stratifications, attitudes, and regulations and provided additional insights on the target population. Besides that, it possesses a unique characteristic in that it facilitates the validation of hypotheses by means of gathering and analysing data. Additionally, it is inherently characterised by its descriptive, explanatory, and exploratory nature.

There are different types of quantitative research, such as case studies, longitudinal research, cross-sectional research, and experimental research (Hair et al., 2007). In social sciences, there are different quantitative methods available, which include survey methods, interview method, unobtrusive measures, and observations (De Vaus, 2011). An appropriate methodology must be selected in consideration of the data sources, accessibility, and temporal limitations given its substantial influence on the pragmatic decisions made by the researcher.

Considering the focus and objectives of this study to establish the associations between the variables of interest, the nature of the study was deemed correlational. The study also considered the application of multiple regression research design, which was performed within the natural context, ensuring minimal interference to the regular workflow. According to Lean et al. (2009), after the construction of a theoretical framework, the study proceeds to the collection and analysis of data using advanced analytical tools. As the current study collected data at a single point in time, this study was deemed as a cross-sectional study.

Accordingly, there are three distinct methodologies, namely descriptive research, explanatory research, and exploratory research (hypothesis testing) (Sekaran & Bougie, 2010). As the study primarily involved the testing of hypotheses, exploratory research was conducted. Hypothesis testing is performed to ascertain the nature of relationships or explain the level of variation between the independence of multiple constructs within a specific context.

3.5 Population of Study

Population serves as a key element in research. Study's population denotes to the entire collection of individuals, groups, or cases of interest (Punitha, 2017). There are identifiable common attributes among the members of the population (Castillo, 2009; Nura, 2014). Accordingly, there are two key groups of population: accessible and target population. A target population denotes a broader group of individuals, groups, or cases of interest, in which the findings are intended to be generalised in a broad sense. Meanwhile, an accessible population denotes a specific group of individuals, groups, or cases of interest, in which researchers would draw inferences from and determine the required sample size. Employees of the DTPS in Sharjah, UAE represented the current study's target population, which comprised a total of 500 employed individuals.

3.5.1 Sample Size

Essentially, the determination of sample size involves the selection of a portion of the population during the process of data collection. Sample size refers to a subset that is selected from the target population. Sample size is a key element of the target population, which is essential to generalize the study's findings for a broader

population of interest (Creswell, 2012). Several key factors are typically considered in the use of sample, such as the impracticality to sample every individual or group within the target population, the enhanced outcomes derived from sampling, rather than a study that covers the entire population, and the reduced cases of errors and exhaustion during the process of data collection. Table 3.1 presents Krejcie and Morgan's sample size table of determination.

Table 3.1
Krejcie and Morgan's of sample size table determination

TABLE 1
Table for Determining Sample Size from a Given Population

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

Note.—*N* is population size.
S is sample size.

Based on Krejcie and Morgan's table of sample size determination, this study required a total sample of 217 respondents. Hair et al. (2008) recommended increasing the sample size than the required sample size to compensate any errors and non-response cases. A larger sample size yields outcomes of higher precision, while a smaller sample

size produces outcomes of lower precision (Settle, 1995). Considering that, Dillman's (2011) proposed method was applied to ensure the adequacy and representativeness of the sample size:

$$N_s = (N_p)(p)(1 - p)/(N_p - 1)(B/C)^2 + (p)(1 - p)$$

where N_s (notation of n is often used) denotes the required sample size; N_p (notation of N is often used) denotes population size; p refers to the expected proportion (50% or is the most conservative); B refers to the level of sampling error ($0.05 = \pm 5\%$; $0.03 = \pm 3\%$); however C refers to the Z-statistic associated with the confidence interval of the formula ($1.645 = 90\%$ confidence level; $1.960 = 95\%$ confidence level; $2.576 = 99\%$ confidence level)

As for the current study, the calculated sample size was determined as follows:

$$N_s = (500)(0.5)(1 - 0.5)/(500 - 1)(0.05/1.96)^2 + (0.5)(1 - 0.5) = 217$$

According to Bambale (2014), Salkind recommended increasing the sample size by 40% to 50% to compensate for potential issues like incomplete or missing questionnaire sets. Thus, the current study opted to increase the required sample size by 50%. In order to ensure optimal response rate, the study incorporated multiple telephone inquiries and follow-up visits and consultations. As a result, a total of 325 questionnaire sets was successfully acquired.

3.5.2 Sampling Technique

There are various sampling techniques available, which are grouped into probability and non-probability sampling techniques. In the case of simple random sampling

technique (probability sampling technique), all members of the population have an equal chance of being selected. Certain studies have considered the application of multiple methodologies concurrently (Robert et al., 2009). A multistage sampling technique involves the evaluation of sampling in different stages, in which the sample is divided into different sampling components in each (Saunders et al., 2009; Sahu, 2013). The current study opted for a multistage sampling technique, which encompassed stratified sampling technique and systematic sampling technique. The application of a multistage sampling technique in this study served to implement stratification for the selection of a cluster from the strata. An illustrative instance was procured from each unit of DTPS in this study.

Following that, the study applied a non-conventional approach of systematic sampling, which involved a random selection of an initial starting point and the subsequent selection of every n -th item in the sampling frame (Hair et al., 2007). A sample interval denotes the numerical count of elements within a sample that exists between two consecutive selected units. With that, this study's sample interval was determined as the ratio of the population size (500) to the sample size (325), resulting in the interval of 2. In other words, the initial starting point was randomly selected within the range of 2 and 4, which was then followed by the selection of those in the second, fourth, sixth, and eighth indices. The overall selection process ensued in this manner until the final selection.

3.5.3 Unit of Analysis

The inclusion of data from a diverse sample of respondents enhances the overall quality of the study (Delmas, 2001). In general, there are three distinct units of analysis, namely individual, organisational, and social units. As for the current study,

individual unit of analysis was considered due to the inherent characteristics of the constructs under study. However, the study's sole focus on DTPS in Sharjah, UAE based on the recommendations of Nura (2014) and Shehu (2014) resulted in the lack of diversity in the sample. Nonetheless, individual respondents were subjected to the same domain of study conserved time and effort. Moreover, the study strictly ensured the validity and reliability of the provided responses.

3.6 Instrument

The design of questionnaire survey is imperative for a quantitative study to achieve its objectives (Sekaran & Bougie, 2010; 2016). The questionnaire survey primarily serves to obtain valid and accurate responses from the intended respondents. A meticulously designed and structured questionnaire survey can mitigate potential measurement error (Clark, 1989, Sekaran & Bougie, 2010; 2016). The content of questionnaire survey is validated based on a comprehensive review of related literature with respect to the study's research questions and objectives. Besides that, expert review and feedback must be acquired to ensure the validity and clarity of the developed questionnaire survey prior to its use (Hair, Black, Babin, Andersen, & Tatham, 2006). Therefore, the final version of the questionnaire was given to 2 academician and 3 practitioners to ensure that the instrument is valid and can measure the intended constructs.

As for the current study, the developed questionnaire survey was constructed in Arabic based on the available literature. The decision to proceed with the Arabic version was due to the mother language of all respondents involved. However, it should be noted that the English version was retained for the scholarly discussion and interpretation of this study's derived findings. In other words, the language of the questionnaire was originally in English, but since all the respondents are employees in DTPS in the

United Arab Emirates, the questionnaire was translated to the respondents' language which is the Arabic language. According to the recommendation of Brislin (1970, 1986), the questionnaire was translated back into English to measure reliability and validity. This translation is made by two bilingual persons without informing them about the objective of the study. In addition to that, two other individuals were requested to translate back the Arabic version into English without accessing the original version. At the end, the two English versions were compared carefully to detect the modifications and changes.

Overall, the developed questionnaire survey consisted of two general parts. The first part focused on the demographic profile of the respondents (e.g., gender, position title, qualification, and experience), while the second part was related to the constructs under study. A cover letter, which provided a brief description of the purpose of the study, the confidentiality of the collected data, and several general information regarding the completion process of the questionnaire survey, was attached with the questionnaire survey. All survey questions were segmented accordingly. The second part of the questionnaire survey consisted of three sections. The first section focused on TM (independent variable), which consisted of 17 items adopted from Oehley (2007). The second section consisted of 10 items adopted from McKinsey Quarterly (2006), which measured motivation as the mediator. The final section measured employee performance (dependent variable) using 12 items that were adopted from Koopmans et al. (2011).

In addition, a five-point Likert scale, that ranging from absolute disagreement to absolute agreement, is typically employed (Sekaran, 2016), which was considered in this study. The use of this scale offers several advantages, such as simple construction,

management, and documentation of the collected data. Furthermore, it eases the measurement of the gathered responses to each specific statement, yielding a comprehensive summary of the responses and intended outcomes according to the purpose of the study. Moreover, the responses to each item or statement can be individually analysed using statistical software to obtain a score for each group of items or statements.

3.7 Measurement of Variables

An operational definition specifies how a construct or variable is defined and measured in a study (Creswell, 2012; Punitha, 2017). The development of questionnaire survey was according the operational definitions of the constructs or variables under study. This study referred to prior studies for the measurement of variables.

3.7.1 Talent Management

As for the measurement of TM in this study, 17 items were adopted from Oehley (2007), which are presented in Table 3.2. The first 5 questions are measuring Acquisition dimension, whereas questions from 6 to 11 are measuring development dimension. Other question from 12 to 17 are measuring retention dimension. A five-point Likert scale, with the endpoints of “strongly disagree” (1) and “strongly agree”, was employed for the respondents to indicate their level of agreement (or disagreement).

Table 3.2
Measurement of talent management

Construct		Items	Source
Talent management	1)	The organisation prioritise time to interview potential employees.	Oehley (2007)
	2)	The organisation has a good knowledge of employee recruitment process.	
(1-5	3)	The organisation consistently appoints high-calibre employees for key positions.	
<i>Acquaition)</i>	4)	The organisation devotes time to attend to the filling of a vacancy.	
	5)	The organisation ensures that vacancies do not remain open for not more than six months.	
	6)	The organisation has a genuine interest to foster the training and development of employees.	
	7)	The organisation carries out an objective assessment of employees' development needs.	
(6-11	8)	The organisation encourages one-to-one coaching for employees.	
<i>Development)</i>	9)	The organisation provides feedback for employee developmental purposes.	
	10)	The organisation actively creates developmental opportunities for potential employees.	
	11)	The organisation organises career planning sessions with employees.	
	12)	The organisation builds a good working relationship with all employees.	
(12-17	13)	The organisation allows flexibility of time for employees to attend to their family matters.	
<i>Retention)</i>	14)	The organisation ensures that employees have adequate resources to complete their work.	
	15)	The organisation helps employees on how to reduce stress.	
	16)	The organisation assures that workload is full but not excessive.	
	17)	The organisation makes effort to be aware of its employees' personal circumstances that may affect their work.	

3.7.2 Motivation

The McKinsey Quarterly (2006) noted a few requirements in the measurement of motivation and its mediating effect on the relationship between TM and employee performance. Similarly, a five-point Likert scale, with the endpoints of “strongly

disagree” (1) and “strongly agree” (5), was employed. As for the measurement of motivation in this study, 10 items were adopted, which are presented in Table 3.3.

Table 3.3
Measurement of motivation

Construct	Items	Source
Motivation	1) I feel a sense of personal satisfaction when I do this job well. 2) My opinion of myself goes down when I do the job badly. 3) I feel pride in doing my job as well as I can. 4) I feel unhappy when my work is not up to my usual standard. 5) I like to look back at a day’s work with a sense of a job well done. 6) I try to think of ways to do my job effectively. 7) I support changes in the organisation’s structure. 8) I support changes in the organisation’s business environment. 9) I assist the organisation’s workforce planning. 10) I enable the achievement of the organisation’s strategic goals.	McKinsey Quarterly (2006)

3.7.3 Employee Performance

Koopmans et. al, (2011) referred to select items for the evaluation of employee performance. The 5-point Likert scale was used to rate the Employee performance by selecting any of the 5 points ranging from strongly disagree (SD=1) to strongly agree (SA=5). A total of 12 items were selected for evaluation of employee performance which has been depicted in Table 3.4

Table 3.4
Measurement of employee performance

Construct	Items	Source
Employee performance	1) I manage to plan my work so that it is done on time.	Koopmans et al., (2011)
	2) My planning is optimal.	
	3) I am able to separate main issues from secondary issues at work.	
	4) I know how to set the right priorities.	
	5) I am able to perform my work well with minimal time and effort.	
	6) Collaboration with others is very productive.	
	7) I take on extra responsibilities.	
	8) I start new tasks on my own after I complete my prior tasks.	
	9) I take on challenging work tasks, when available.	
	10) I do more than what is expected of me.	
	11) I have demonstrated flexibility.	
	12) I recover fast after difficult situations or setbacks at work.	

3.8 Pilot Test

A pilot test serves as a preliminary small-scaled study prior to the actual study. According to Malhotra (2008), a pilot study is a reduced-scale iteration of a larger study and typically involves a short questionnaire survey of 15 to 50 questions. A pilot test assesses the validity and reliability of the adopted measures (Flynn et al., 1990). The current study conducted a pilot test to minimise any potential measurement errors.

The pilot test involved 30 highly competent employees in DTPS in Sharjah, UAE. The researcher personally distributed the questionnaire sets to all employees. The same procedure of data collection was applied for the retrieval of all questionnaire sets. Table 3.5 presents the results of pilot test. The obtained results of Cronbach's alpha, which ranged between 0.845 and 0.957 (> threshold value of 0.70), confirmed suitable reliability of all measures. As for the assessment of construct validity, Nunnally (1978) and Hair et al. (2006) proposed the application of KMO test, which was applied in this

study. The value of pilot study donets that there is a consistency of the measurement of variables. In addition, the results show a validity of the questions to measure the study's constructs especially with high values of Cronbach's alpha. Therefore, the pilot results conclude the validity of measures, and so now they are ready to collect the actual data.

Table 3.5
Results of pilot test

Constructs	Number of Items	Cronbach's Alpha (α)	KMO
Talent management	17	0.957	0.892
Motivation	10	0.845	0.778
Employee performance	12	0.905	0.873

3.9 Data Collection

As previously noted, the survey method was employed in this study. Questionnaire sets were distributed to all potential respondents. A questionnaire survey is widely recognised as a valuable data collection tool given its capacity to efficiently gather information. This study also ensured the mitigation of response bias through the implementation of several measures.

The use of questionnaire survey efficiently assists the collection of valuable information. Besides that, any ambiguous terms or phrases in the questionnaire survey can be addressed for better comprehension and clarity. Moreover, it allows the collection of autonomous insights and personal opinions from the respondents (Sekaran & Bouge, 2010). All distributed questionnaire sets in this study were either personally retrieved or acquired via courier service in order to expedite the process of data collection. A higher response rate is typically obtained in survey. The hand-delivery approach of distributing and collecting the questionnaire sets was deemed

highly effective in this study, which was attributed to the favourable disposition of individuals in the UAE towards research endeavours.

3.10 Data Analysis

After data collection, the study proceeded to data analysis, which included the use of both descriptive and inferential statistics. Prior to statistical data analysis, the collected data were first coded and sorted. There are numerous software options available that are accessible for data analysis. Apart from IBM SPSS as the most utilised software, Excel, SAS, SmartPLS, and STATPAK are other commonly used software. The extensive functionality and user-friendly interface prompted the selection of both IBM SPSS (version 27.0) and SmartPLS (version 4.0) (Sekaran, 2003). Apart from Ringle et al., 2005, PLS-Graph (Chin, 2003) was also utilised for PLS-SEM.

IBM SPSS and SmartPLS offer various statistical options that ensure data reliability in the process of data analysis. The process of data analysis encompasses data screening and the assessment of non-respondent bias. This study determined data normality, identified any cases of missing values and outliers, and assessed model efficacy and the reliability and validity of the constructs. Apart from descriptive statistics to obtain an overview of the respondents' characteristics, this study performed correlation analysis and factor analysis to discern the relationships of TM, motivation, and employee performance. PLS-SEM was employed for the testing of hypotheses in this study.

3.10.1 Descriptive and Inferential Statistics

The results of descriptive analysis provide a concise overview of the dataset, which includes a detailed description of the inherent attributes of a sample (Sekaran & Bougie, 2010). The commonly utilised elements of descriptive statistics include range, mean, median, mode, variance, and standard deviation (Tabachnick & Fidell, 2007; Sekaran & Bougie, 2010). The quantification of the difference between the highest and lowest values in a particular dataset represents range. The determination of mean involves dividing the total individual scores within a specific dataset by the total number of scores. Median refers to the central value within an arranged dataset (in ascending or descending order). Meanwhile, mode is the frequently occurred value within the dataset. Mathematically, variance is the likelihood of the squared difference between any given variable and its mean, which is calculated across the entire population. Standard deviation is the square root of the variance (Ticehurst & Veal, 2000). In the case of inferential statistics, Pearson correlation coefficient, which is typically utilised for inference-making of the target population according to the characteristics of the sample (Sekaran & Bougie, 2010; Sekaran, 2003), was employed in this study.

3.10.2 The Partial Least Squares (PLS) Technique

PLS-SEM is extensively used in various studies. It mainly encompasses latent variables and the causal relationships between the constructs (Hair et al., 2011; Hair et al., 2013). There are diverse applications of PLS-SEM across different fields, including accounting (Lee et al., 2011), operations management (Peng & Lai, 2012), management information systems (Ringle et al., 2012), international marketing (Henseler et al., 2009), marketing (Hair et al., 2012c), and strategic management (Hair

et al., 2012). PLS-SEM offers both flexibility and precision in outcome prediction and statistical model framework development (Ringle et al., 2013).

PLS-SEM performs better than regression in the assessment of mediating effects of variables (Preacher & Hayes, 2004; Iacobucci, Saldanha, & Deng, 2007), particularly in minimising potential measurement error (Hair et al., 2014). Furthermore, the utilisation of SmartPLS route modelling is often more favoured when complex models are involved (Hulland, 1999) given its versatility and adaptability to capture and assess these models accurately (Akter et al., 2011). Thus, PLS-SEM using SmartPLS was considered in the current study to assess the relationships of TM, motivation, and employee performance and to predict the interlinkages of these three key constructs within the structural model.

Assessing data normality is common in social sciences (Osborne, 2010). In the case of non-normal data, SmartPLS route modelling is often considered for data analysis (Chin, 1998) due to its capacity to handle these non-normal data. According to Hair et al. (2013), data normality is assessed based on both skewness and kurtosis, which were applied in the current study. The utilisation of PLS-SEM ensures improved data validity, as compared to other means using IBM SPSS. PLS-SEM can be performed on its own, but IBM SPSS requires the integration of other statistical procedures for better output (Bollen, 1989).

As a proficient statistical tool, PLS-SEM can concurrently determine multiple relationships within the field of social sciences (Tabachnick & Fidel, 2007). Through SmartPLS, both measurement model and structural model in the current study were assessed. In particular, the assessment of measurement model involved assessing the reliability and validity of the constructs, whereas the assessment of structural model involved the concurrent assessment of correlations and interrelationships between constructs via correlation and regression analyses. SmartPLS also enabled the application of algorithmic and bootstrapping techniques for this study to examine the mediating effect of motivation on the relationship between TM and employee performance.

3.11 Ethical Considerations

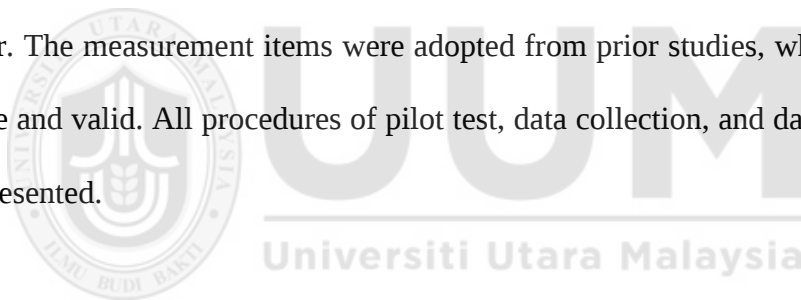
Another key element of research involves ethical considerations, which protect the well-being and rights of the study's respondents or participants. It is imperative to incorporate ethical considerations as part of the research planning (Bryman & Bell, 2003). It also serves as a means to mitigate non-response bias (Ticehurst & Veal, 2000). Ethical considerations take into account moral principles and socially acceptable standards, which typically include widely accepted conduct codes (Zikmund, 2000).

All respondents in this study voluntarily participated in the survey and were informed their freedom to withdraw from the study at any given time. Their personal identification and responses were also treated with strict confidentiality. The respondents were also briefed of the purpose and methodology of the study, as well as the advantages, potential drawbacks, and security concerns related to the study (Neuman, 2000). Researchers must uphold their ethical responsibility to ensure the

authenticity and significance of the study and its findings (Zikmund, 2003). Ethical concerns of both investigator and respondents involved in the study were promptly addressed.

3.12 Chapter Summary

This chapter discussed the methodology used in this study to examine the relationships of TM, motivation, and employee performance. This chapter also deliberated research philosophy, philosophical assumptions of qualitative and quantitative methods, and research design in detail. Besides that, population and sample of this study were discussed. In particular, this study focused on employees of DTPS in Sharjah, UAE. The details of the instrument and measurement of variables were included in this chapter. The measurement items were adopted from prior studies, which were tested reliable and valid. All procedures of pilot test, data collection, and data analysis were also presented.



CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

The current chapter aims to present the obtained findings of the current study based on the collected sample of DTPS employees in the UAE. In this study, IBM SPSS was utilised for preliminary data analysis, which included data screening and cleaning, as well as descriptive analysis and factor analysis. Apart from the data distribution, the validity and reliability of the data were determined. Following that, PLS-SEM was performed to assess the measurement model and structural model in this study.

This chapter first describes the demographic profile of the study's respondents, which was obtained through the application of distribution analytic approach. Following that, the current chapter explains the results of descriptive analysis and explains the rationale behind choosing PLS-SEM in this study. The assumption of normality, linearity test, and multicollinearity test were addressed in this study, which are discussed in this chapter.

In addition, this study tested the goodness of measurements through the assessment of measurement model, which included content validity, convergent validity, and discriminant validity. Besides that, this chapter presents the results of the assessment of structural model, particularly in relation to the testing of hypotheses. A summary of key findings is also presented.

4.2 Data Screening and Missing Data Analysis

Before performing the initial statistical analyses, it was crucial to check if the dataset met the assumptions of multivariate analysis. Pre-screening of the data is an extremely critical first step that enhances the quality, validity, and interpretability of statistical results (Hair et al., 2022). The purpose of this phase was to check for errors, inconsistencies, and any violations that may affect the integrity of subsequent analyses. This part outlines the methods used to filter the dataset and addresses treatment of missing data.

4.3 Data Screening Process

Data screening was performed in both SPSS and SmartPLS, as per the recommendations of credible methodological authorities (Tabachnick & Fidell, 2019; Hair et al., 2022). The key steps undertaken were as follows:

1. Case Identification and Integrity Check: Each response in the dataset was checked to ensure that it formed a complete and valid case. Duplicate entries, if any, were removed. The final dataset comprised 208 unique and valid responses.

2. Range Check: All variables were inspected for values within acceptable and expected ranges on the Likert scale used (e.g., 1 to 5). Out-of-range values were not found.
3. Assessment of Univariate Outliers: Descriptive statistics were generated, and z-scores were calculated for all variables. The z-score cut-off of ± 3.29 was used, as recommended by Tabachnick and Fidell (2019), to identify extreme outliers. No univariate outliers were found in the data set.
4. Assessment of Multivariate Outliers: Mahalanobis distance was calculated to search for potential multivariate outliers. The chi-square critical value was compared with Mahalanobis values for all the cases. There were no cases beyond the cut-off, indicating no multivariate outliers.
5. Normality, Linearity, and Homoscedasticity: While complete assessment of assumptions is given in a subsequent section, initial screening did not reveal any egregious deviations from normality at the univariate level. Histograms and Q-Q plots were examined, and skewness and kurtosis values were within acceptable ranges (± 2), suggesting data was suitable to continue with further analysis.

4.4 Missing Data Analysis

Missing data itself can be a huge threat to validity and generalizability of findings if not dealt with properly. SPSS "Missing Value Analysis" function, along with visual inspection of the data matrix, was utilized to explore the pattern and extent of missing data.

After careful inspection, it was established that the data had no missing values. Every survey item was completed by respondents in full, and no variables indicated any level of item non-response. This was also confirmed through "Frequencies and Descriptive Analysis", every item exhibited a 100% valid response rate, and "Missing Value Patterns", SPSS output revealed 0% missing values for all variables. This result can be accounted for through the utilization of an required-response internet questionnaire design, where participants were excluded from providing incomplete responses. Furthermore, the clear instructions and intuitive survey design assisted in validating the completeness of data. Due to the absence of missing values, no imputation techniques (e.g., mean substitution, regression imputation, or multiple imputation) were required. The entire dataset provided a solid foundation for proceeding directly to reliability, validity, and structural model tests.

Overall, the data screening process guaranteed that the dataset met the conditions necessary for multivariate analysis. No univariate or multivariate outliers existed, and all values lay within expected ranges. Most importantly, there were no missing values in the dataset, eliminating the need for imputation or case deletion. This tidy and entire dataset enhances the validity of subsequent statistical analyses and highlights the overall healthiness of the research.

4.5 Testing Non-Response Bias

A survey questionnaire was used in this study to gather data. Despite the fact that the questionnaire was self-administered, non-response bias had to be performed for certain reasons. The data collection period ran from March to May 2023, and some respondents didn't reply until after numerous visits and reminders.

The T-test was used to compare the waves of responses from the early and late responses for the study's variables in order to evaluate the non-response bias. According to the recommendations made by Kannan, Tan, Handfield, and Ghosh (1999) and Armstrong and Overton (1977), if a considerable discrepancy between the early and late responses is discovered, it may allude to the fundamental distinctions between respondents and non-respondents.

The 153 early responders and the 55 late respondents were compared using the T-test to assess non-response bias. Furthermore, every construct in the study was taken into account. The Levene's test of equality of variances was examined prior to analyzing the equality of the means between the early and late responses. At the 0.01 level of significance, the findings verified that the variances are equal between the two groups. Examining the equality of the means between the two groups across all study variables was the next stage. Since the equality of the mean replies of the two groups was supported at the 0.01 level of significance, the data in Table 4.1 demonstrated that there were no significant differences between the early and late respondents for any of the variables.

Table 4.1

T-test results for Non-Response Bias

Construct	Response	Levene's Test for		t-test for Equality of Means		
		Equality of				
		Variances				
		F Value	Sig.	T-Value	DF	Sig. (2-tailed)
Talent Management	Early	0.021	.885	0.278	206	.781
	Late			.281	97.457	.779
	Early	.001	.979	-0.555	206	.579
	Late			-0.540	90.906	.590
Motivation	Early	1.632	.203	1.338	206	.182
	Late			1.258	85.748	.212
Employee Performance						

4.6 Demographic Information of Respondents

The overall process of data collection in this study was conducted between February 2023 and May 2023. This study successfully sampled 208 DTPS employees. Table 4.2 presents the demographic profile of respondents, which was categorised into gender, position title, academic qualification, major of choice, and experience.

As shown in Table 4.1, men dominated the survey, which accounted for 52.9% of the total respondents. Meanwhile, only 47.1% of the respondents were women. The majority of the respondents were supervisors (69.2%), while the remaining respondents were of executive position (30.8%). Besides that, 47.6% of the total respondents reported possessing Bachelor's degree, and another 17.8% indicated possessing postgraduate degree. Only 10.1% of the total respondents indicated to be a

high school graduate. As for the major of choice, most of the respondents identified management (50.5%), which was followed by engineering (27.9%) and finally, other disciplines (21.6%). Meanwhile, 25.0% of the total respondents were found to have lack of experience, while another 16.8% had six to 10 years of experience. Most of the respondents indicated possessing 11 to 20 years of experience (50.5%). Only 7.7% of the total respondents had more than two decades of experience.

Table 4.2
Demographic profile of respondents

Demographic Characteristics	Category	Frequency (N = 208)	Percentage (%)
Gender	Male	110	52.9
	Female	98	47.1
Position title	Supervisor	144	69.2
	Executive	64	30.8
Academic qualification	Master/PhD	37	17.8
	Bachelor	99	47.6
	Diploma	51	24.5
	High school	21	10.1
Major of choice	Management	105	50.5
	Engineering	58	27.9
	Others	45	21.6
Years of experience	0–5	52	25.0
	6–10	35	16.8
	11–20	105	50.5
	More than 20 years	16	7.7

4.7 Descriptive Statistics

Descriptive analysis was performed on the constructs of TM, motivation, and employee performance. Table 4.3 presents the results of descriptive analysis, which included the values of mean and standard deviation, as well as the minimum and maximum values.

Table 4.3
Descriptive results

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
Talent management	208	1	5	3.668	0.88
Motivation	208	1	5	4.319	0.487
Employee performance	208	1	5	4.258	0.466

As previously noted, a five-point Likert scale was employed, resulting in the range values of 1.00 to 5.00. Motivation recorded the largest mean value of 4.319 and the lowest standard deviation value of 0.487, which consistently indicated the substantial concerns and significance placed on employee performance among the respondents. Employee performance recorded the second-highest mean value of 4.258 and standard deviation value of 0.466, which implied the considerable significance placed on motivation for improved employee performance among the respondents. With the mean value of 3.668 and standard deviation value of 0.880, the relevance of TM for improved employee performance was deemed evident among the respondents.

4.8 Rationale for Choosing PLS-SEM for this Study

This study examined the relationships between latent variables, making PLS-SEM the most appropriate technique for the analysis. In order to apply covariance-based SEM techniques like AMOS, the acquired data must exhibit certain key distribution features (Byrne, 2010; Hair et al., 2010). The hypotheses were assessed using SPSS before picking the analysis strategy.

4.8.1 Assumption of Normality

Skewness and kurtosis are typically evaluated to determine the presence of a symmetrical distribution or normality of the data for all constructs (Pallant, 2005), as recommended by Kline (1998) and Pallant (2005). Skewness may result in either positive or negative outcome considering the use of different scales to express the concepts in social sciences (Pallant, 2005). Meanwhile, kurtosis quantifies the concentration of data around the central mean value.

According to Kline (1998), the distribution of skewness should range between +3 and -3. Meanwhile, Hair et al. (2006) posited a range of between +1 and -1 and deemed Kline's (1998) proposed distribution as unacceptable. As for the case of kurtosis, Coakes and Steed (2003) specified a range of between +3 and -3. The results of skewness and kurtosis are tabulated in Table 4.4 Overall, the obtained results revealed a slight deviation from the recommended ranges. As PLS-SEM was employed, analysing non-normal and skewed complex data (Chin, 1998) was not a critical issue in the current study.

Table 4.4
Results of skewness and kurtosis for normality test

Constructs	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Talent management	-0.575	0.169	0.176	0.337
Motivation	-0.585	0.169	0.084	0.337
Employee performance	-0.130	0.169	-0.554	0.337

4.8.2 Linearity Test

Linearity test was performed to assess the hypothesised relationships, specifically on the direction of these relationships (positive or otherwise). With that, partial regression

plot, specifically the standardised residual regression P-P plot, was applied for each case of independent variable (Hair et al., 2006) to assess its compatibility with the dependent construct in this study. The results depicted in Figures 4.1 and 4.2 confirmed the normal distribution of data and adequate linearity output.

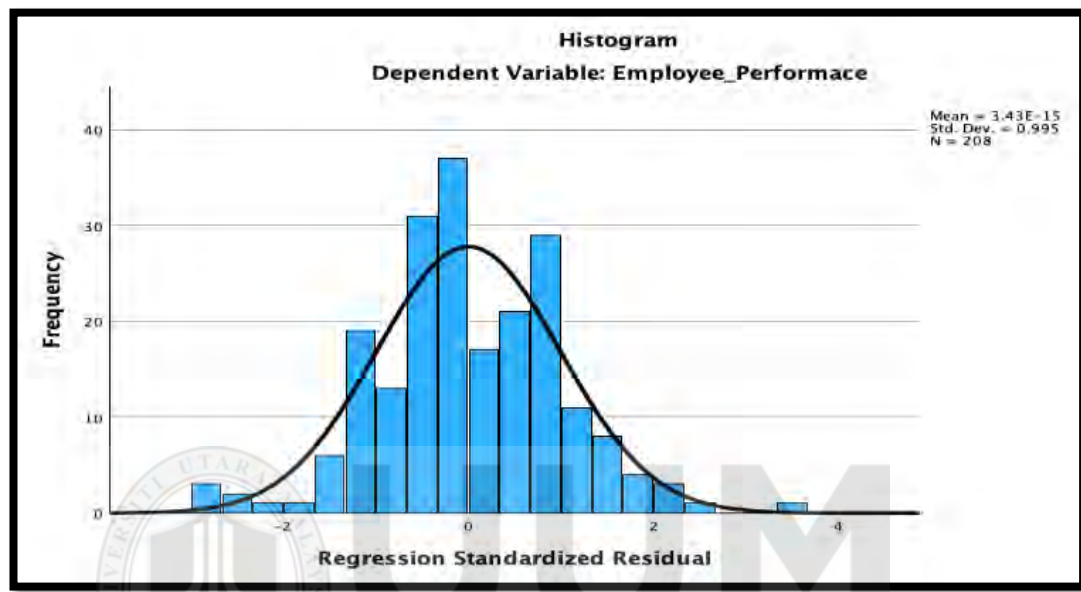


Figure 4.1 Normality Test

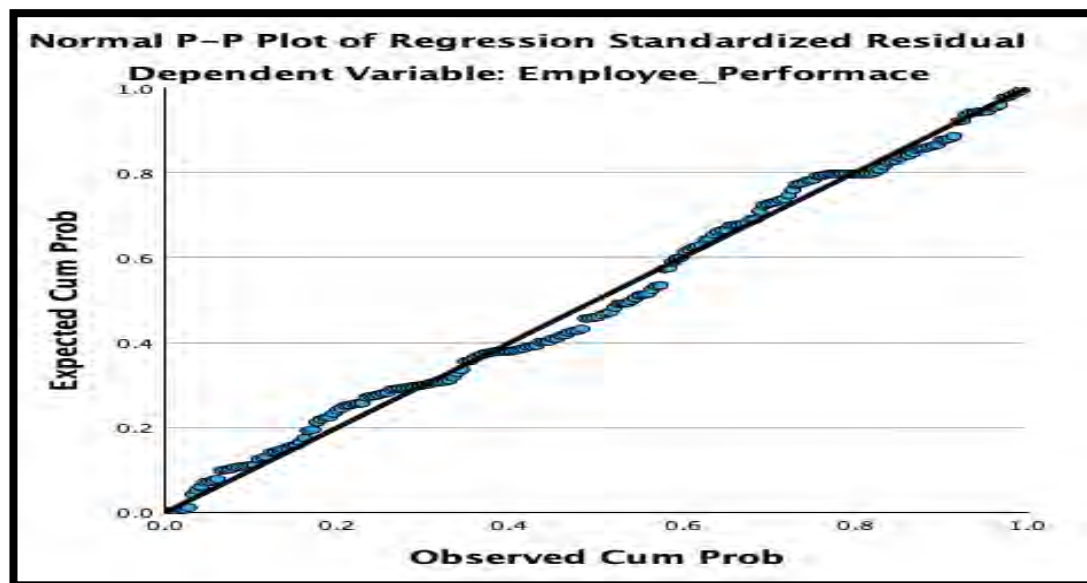


Figure 4.2 Linearity Test

4.8.3 Multicollinearity Test

The application of multicollinearity test is highly suggested prior to model testing (Hair et al. 2010). The multicollinearity test assesses the degree of the correlation between independent variables. A correlation value of above 0.90 implies the presence of multicollinearity (Hair et al., 2010). Multicollinearity test typically involves assessing tolerance value and variance inflation factor (VIF). Accordingly, the reciprocal of VIF is equivalent to tolerance value, in which VIF represents the total variance (in percentage) of the selected independent variable being attributed to another independent variable (Hair et al., 2010). With the threshold values of VIF at 10 and tolerance at 0.10, VIF that approaches 1.00 implies limited occurrence of multicollinearity.

Based on the obtained results of multicollinearity test in Table 4.5, all independent variables were statistically connected, confirming the authenticity of the proposed model. The correlation values did not exceed the cut-off value of 0.90, which indicated that multicollinearity was not a critical issue in this study. The recorded values of VIF (1.367) and tolerance (0.731) demonstrated no violation of the multicollinearity principle in this study. With that, the absence of multicollinearity was concluded.

Table 4.5
Results of multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
Talent management	0.731	1.367
Motivation	0.731	1.367

4.9 Testing of Goodness of Measurements

Using IBM SPSS (version 27.0), factor analysis was performed to examine the associations of the latent variables with the other variables under study in this study. Besides that, SmartPLS (version 4.0) was utilised to perform PLS-SEM in the evaluation of the construct validity of the measurements.

4.9.1 Assessment of Measurement Model

PLS-SEM was performed for the assessment of measurement (outer) model. In particular, Anderson and Gerbing's (1988) two-step approach was employed to examine the derived hypotheses. Figure 4.3 depicts the underlying mechanisms of the structural dimensions in this study.

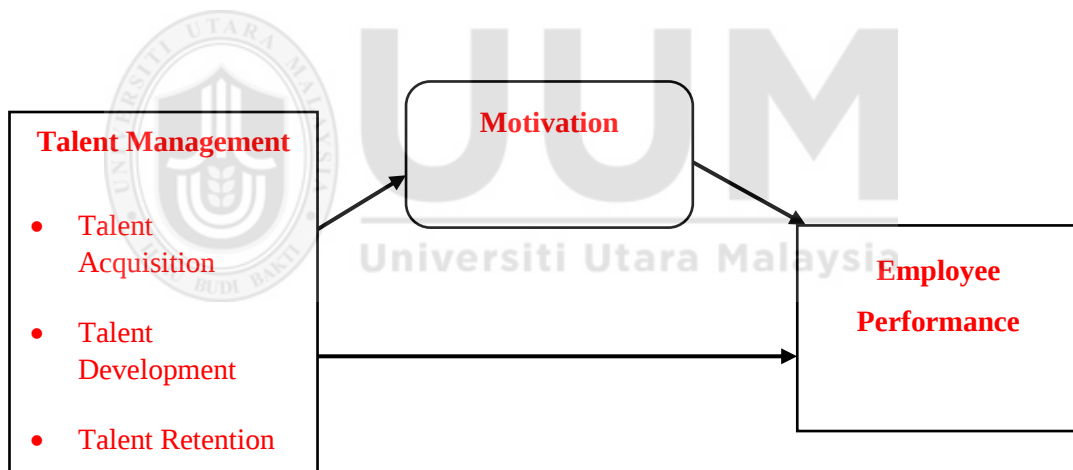


Figure 4.3 Research Model

4.9.2 Construct Validity

According to Hair et al., 2010, The validity of the's construct measurements in this study was assessed in terms of content validity, convergent validity, and discriminant validity. The results are presented in the subsequent subsections.

4.9.2.1 Content Validity

The content validity as the degree of alignment between the measurement items used and the intended measurement of the construct under study (Hair et al., 2010). In other words, content validity ensures the association of the items with the corresponding or intended concepts. The comprehensive review of relevant studies ensured the appropriate development of the measurement items. The assignment of all items to their corresponding constructs using component analysis confirmed the content validity of the measurements. The results of factor analysis and loadings of all items for the assessment of content validity are tabulated in Table 4.6. Essentially, it should be noted that each individual item of each corresponding construct bears a substantial weight in comparison to that of the other constructs. Items with a high level of significance on the constructs, as indicated in Table 4.8 (Chow & Chan, 2008), reaffirmed the validity of the content of the measurements in current study.

Table 4.6
Results of factor analysis and loadings of the items

Items	Employee Performance	Motivation	Talent Management
EP1	0.692	0.498	0.398
EP2	0.614	0.368	0.266
EP3	0.694	0.517	0.282
EP4	0.693	0.425	0.206
EP5	0.711	0.386	0.254
EP6	0.561	0.388	0.509
EP7	0.522	0.279	0.224
EP8	0.768	0.468	0.246
EP9	0.671	0.338	0.168
EP10	0.592	0.325	0.019
EP11	0.673	0.427	0.138
EP12	0.626	0.386	0.287
MOT1	0.418	0.677	0.422
MOT2	0.240	0.423	0.313
MOT3	0.530	0.613	0.143
MOT4	0.298	0.588	0.212
MOT5	0.389	0.555	0.269
MOT6	0.536	0.743	0.280
MOT7	0.288	0.624	0.333

Items	Employee Performance	Motivation	Talent Management
MOT8	0.321	0.586	0.263
MOT9	0.406	0.680	0.457
MOT10	0.429	0.744	0.482
TM10	0.381	0.521	0.899
TM11	0.306	0.351	0.870
TM12	0.284	0.406	0.813
TM13	0.256	0.289	0.679
TM14	0.285	0.395	0.795
TM15	0.350	0.439	0.841
TM16	0.258	0.400	0.765
TM17	0.244	0.385	0.810
TM3	0.359	0.454	0.854
TM4	0.336	0.444	0.776
TM5	0.256	0.330	0.672
TM6	0.373	0.551	0.837
TM7	0.396	0.451	0.840
TM8	0.312	0.336	0.789
TM9	0.320	0.445	0.838
TM1	0.358	0.388	0.827

4.9.2.2 Convergent Validity

The observed extent of agreement among a set of variables while assessing a specific construct or concept based on a specific calculation is referred to as convergent validity. According to Hair et al. (2010), composite reliability (CR), factor loadings, and average variance extracted (AVE) are concurrently assessed for the establishment of convergent validity. The obtained results in Table 4.7 revealed factor loadings of above the cut-off value of 0.7 for all items, which also aligned the current literature on multivariate analysis (Hair et al., 2010).

Furthermore, the recorded loadings were statistically significant at 0.01 level of significance. Convergent validity also assesses the extent of items capturing the corresponding construct (Hair et al., 2010). Results of CR and Cronbach's alpha in the Table 4.6 demonstrated that all values exceeded Fornell and Larcker's (1981) and Hair et al.'s (2010) recommended threshold value of 0.7, which reaffirmed the convergent validity of the model. In particular, the recorded values of CR and Cronbach's alpha

ranged between 0.841 and 0.969 and between 0.827 and 0.964, respectively. The study proceeded to evaluate AVE to validate the convergent validity. AVE denotes the extent of a set of items capturing the common variance among these items while taking into account the presence of measurement errors. AVE measures the variation distinctly attributed to the indicators and the measurement errors. AVE of 0.5 or above indicates adequate convergence among the items of the respective construct (Barclay et al., 1995). The obtained results revealed AVE of between 0.510 and 0.654, which confirmed the convergent validity of the adopted measures in this study (Barclay et al., 1995).

Table 4.7
Results of convergent validity

Construct	Cronbach's Alpha	CR ^a	AVE ^b
Employee Performance	0.878	0.884	0.510
Motivation	0.827	0.841	0.630
Talent Management	0.964	0.969	0.654

CR = $\Sigma (\text{factor loading})^2 / \{(\Sigma \text{ factor loading})^2 + \Sigma (\text{variance of error})\}$

AVE = $\Sigma (\text{factor loading})^2 / \{\Sigma (\text{factor loading})^2 + \Sigma (\text{variance of error})\}$

4.9.2.3 Discriminant Validity

The validity of this study's model was further assessed in terms of discriminant validity, which was deemed similarly imperative before testing of hypotheses through path analysis. Most importantly, discriminant validity ensures the observed differences or distinctiveness of the measurements between different constructs used in the study, ensuring no substantial overlapping between these constructs (Compeau, Higgins, & Huff, 1999). Fornell and Larcker's (1981) recommended approach was employed for the evaluation of discriminant validity in this study. The recorded diagonal values in the table exceeded the values of the other components in their respective columns and

rows, which clearly showed the discriminant validity of the model in this study. Following the confirmation of validity and reliability, the results of the testing of hypotheses in this study were deemed valid and reliable.

Table 4.8

The Discriminant Validity Matrix

Construct	Employee Performance	Motivation	Talent Management
Employee Performance	0.655		
Motivation	0.625	0.630	
Talent Management	0.398	0.518	0.809

4.10 Assessment of Structural Model

If the outer model's goodness was verified in previous steps, the next stage was to check the supposed relationships between variables. The hypothesized model was tested by running the PLS algorithm using SmartPLS. Therefore, as illustrated in Figure 4.4 and Figure 4.5, the path coefficients were generated.

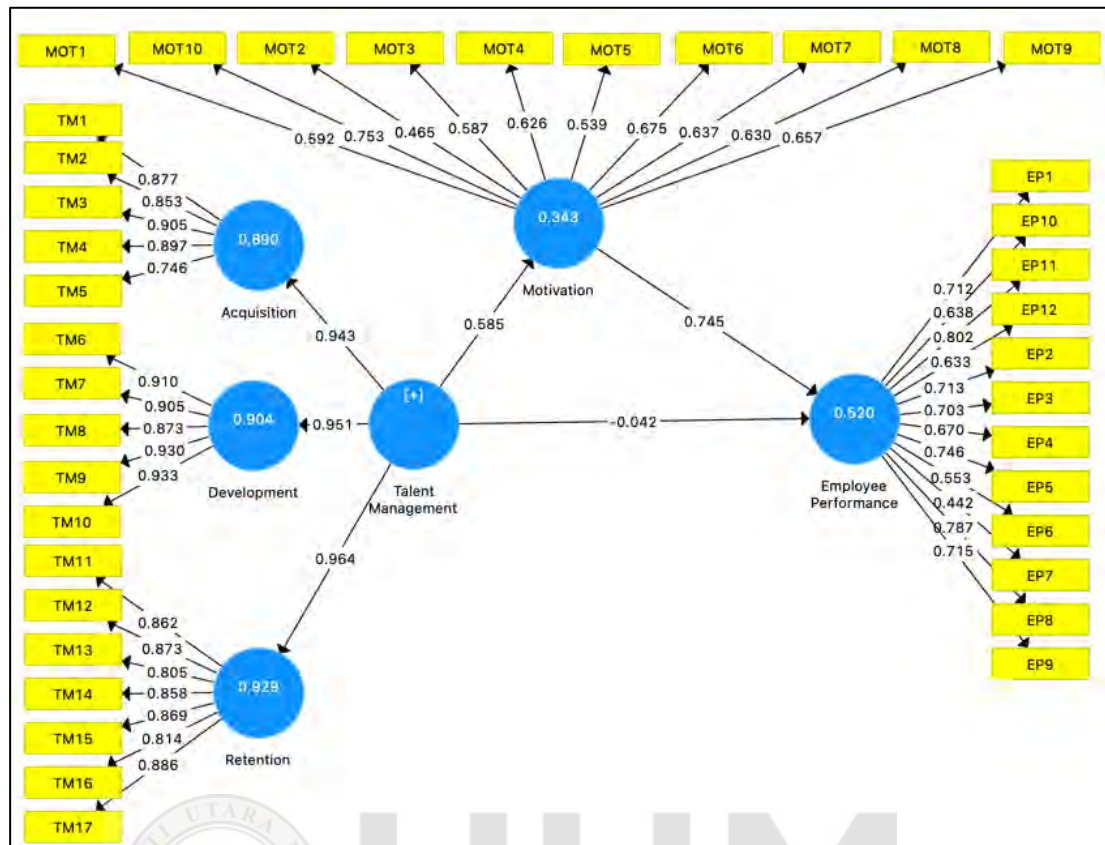


Figure 4.4 Measurement Model Results

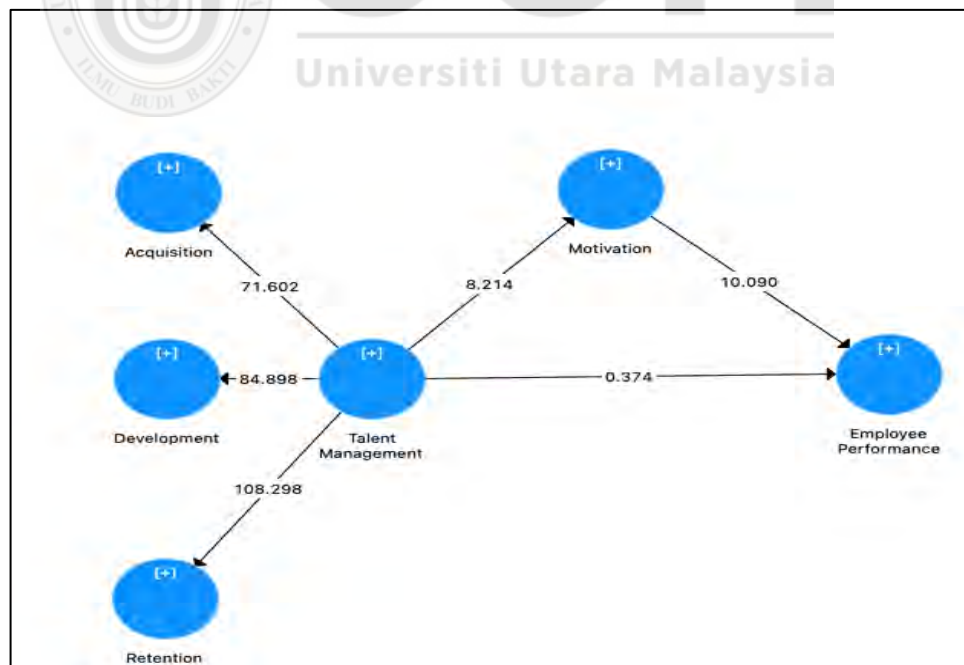


Figure 4.5 Structural Model Results

Table 4.9
Results of the assessment of structural model

Hypothesis	Hypothesis	Path Coefficient	Standard Error	T Value	P Value	Decision
H1	Talent Management -> Employee Performance	-0.042	0.119	0.374	0.709	Not Supported
H1a	Acquisition -> Employee Performance	0.234	0.232	1.010	0.313	Not Supported
H1b	Development -> Employee Performance	0.403*	0.202	1.989	0.047	Supported
H1c	Retention -> Employee Performance	-0.147	0.267	0.550	0.583	Not Supported
H2	Talent Management -> Motivation	0.585***	0.070	8.214	0.000	Supported
H3	Motivation -> Employee Performance	0.745***	0.074	10.090	0.000	Supported

*:p<0.05; **:p<0.01; ***:p<0.001

The bootstrapping technique was applied. The statistical significance of the path coefficients was determined. The results of t-values and p-values are tabulated in Table 4.8. TM was found to exhibit insignificant influence on employee performance ($\beta = -0.042$, $t = 0.374$, $p > 0.05$). Thus, H1 was not supported. Similarly, talent acquisition ($\beta = 0.234$, $t = 1.010$, $p > 0.05$) and talent retention ($\beta = -0.147$, $t = 0.550$, $p > 0.05$) were found to exhibit insignificant influence on employee performance. Thus, H1 and H3 were not supported. However, talent development in this study significantly influenced employee performance ($\beta = 0.403$, $t = 1.989$, $p < 0.05$). Therefore, H1b was supported. Meanwhile, the relationship between TM and motivation was found to be statistically significant and strong ($\beta = 0.585$, $t = 8.214$, $p < 0.05$). In other words, H2 was supported. The results also revealed the significant influence of motivation on employee performance ($\beta = 0.745$, $t = 10.090$, $p < 0.05$). Thus, H3 was supported.

4.11 Mediating Effect of Motivation

According to the findings presented in Figure 4.5, the incorporation of the motivating function of the study's theoretical framework serves as a mediating variable in the relationship between talent management and the occurrence of rudeness from supervisors.

The bootstrapping technique in SmartPLS (version 4.0) was employed to assess the mediating effect of motivation on the relationship between TM and employee performance. The obtained results in Table 4.10 revealed the significant mediating effect of motivation on the association between TM and performance of employees ($\beta = 0.439$, $t = 6.469$, $p < 0.05$). Thus, H4 was supported.

Table 4.10
Results of mediating effect

Hypothesis	a		b		a*b		c		c'		Bootstrapping Technique	Baron and Kenny's Method	Result
	Path Coefficient	T-Value	Path Coefficient	T-Value	Path Coefficient	T-Value	Path Coefficient	T-Value	Path Coefficient	T-Value			
H4 TM → M → EP	0.585	8.360	0.745	9.711	0.439***	6.469	0.479	7.525	0.042	0.724	Mediating effect	Full mediating effect	Supported

Notes: TM denotes talent management; M denotes motivation; EP denotes employee performance; * denotes statistical significance at 0.05 level of significance; ** denotes statistical significance at 0.01 level of significance; *** denotes statistical significance at 0.001 level of significance.

4.12 The Predictive Relevance of the Model

The predictor variables explain the endogenous variable's R square in the literature on multivariate data analysis. Consequently, the magnitude of the R square for the endogenous variables was considered a measure of the model's predictive ability. Additionally, the sample reuse technique, which was devised by Stone (1975) and Geisser (1975), was used to verify the model's predictive validity. PLS is utilized as highly well-fitting software for the sample's reuse technique for this purpose, as stated by Wold (1982) (Gotz, Liehr-Gobbers, & Krafft, 2011).

4.13 Cross-Validated Redundancy

The Stone-Geisser non-parametric test can be used to analyze the predictive significance of the model (Chin, 1998; Fornell & Cha, 1994; Geisser, 1975; Stone, 1975). The blindfolding process can be used in the Smart-PLS package to assess the model's predictive ability. The purpose of the blindfolding stage is to eliminate some data while handling them as missing values for parameter estimation. The raw data that was allegedly overlooked previously is then reconstructed using the estimated parameters. The blindfolding process resulted in the production of a broad cross-validating metric Q².

Typically, depending on the form of the selected prediction, multiple forms of Q² can be obtained. When the data points are predicted using the scores of the underlying latent variable, a cross-validated communality is produced. While, a cross-validated redundancy Q² is the result if the LVs that forecast the block in question are able to obtain the prediction of the data points.

According to Fornell and Cha (1994), the cross-validated redundancy measure is a trustworthy measure of the predictive relevance of the model being studied. Fornell and Cha (1994) state that if the redundant communality for all endogenous variables is more than zero, the model is deemed to have predictive validity; otherwise, it is impossible to determine the model's

predictive relevance. Employee Performance and Motivation had cross-validated redundancies of 0.210 and 0.128, respectively, as shown in Table 4.11. Therefore, all values are greater than zero, indicating that the model has sufficient predictive validity according to the standards proposed by Fornell and Cha (1994).

Table 4.11

Predictive Quality Indicators of the Model

Variable	Variable Type	R square	Cross-Validated Communality	Cross-Validated Redundancy
Employee Performance	Endogenous	0.398	0.34	0.210
Motivation	Endogenous	0.268	0.235	0.128

4.14 R-Square

As outlined in academic literature, the R square (R^2) value represents the proportion of variance in the dependent (endogenous) variable that is accounted for by the independent (exogenous) variables. Hair et al. (2010) noted that R^2 serves as a measure of the explanatory power of the model's variables. Various benchmarks exist to evaluate the adequacy of R^2 . For example, Cohen (1988) classifies an R^2 value of 0.26 or higher as substantial, 0.13 as moderate, and 0.02 as weak. In contrast, Chin (1998) suggests that an R^2 of 0.67 or above indicates a substantial effect, 0.33 represents a moderate effect, and 0.19 is considered weak.

Based on the previously mentioned benchmarks, the R square values for the endogenous variables—Employee Performance and Motivation—are 0.398 and 0.268, respectively, as shown in Table 4.11.

4.15 Effect Size

The effect size is smaller than 0.02 according to Cohen's (1988) criterion (0.02 = small, 0.15 = medium, 0.35 = high). The interaction terms for some of the interactions in Table 4.12 are less than 0.1 and are regarded as modest, whereas the effective size of Employee Performance is greater than 0.1.

$$Effect\ size(f) = \frac{R_{incl}^2 - R_{excl}^2}{1 - R_{incl}^2}$$

Table 4.12

The Effect Size of The Organizational Performance, And the Interaction Term

Construct	R2incl	R2excl	R2incl-R2excl	1-R2incl	Effect Size
TM	0.398	0.432	-0.034	0.602	0.0%
Motivation	0.398	0.23	0.168	0.602	0.279%

4.16 Goodness-of-Fit of the Overall Model

Similar to covariance-based SEM, PLS-SEM presents two metrics for the evaluation of the goodness-of-fit of the model. Tenenhaus et al. (2005) described the determination of the global fit factor (GoF) in PLS as the calculation of the geometric average of the mean of the group and average R^2 values for endogenous structures. The current approach considers the variation generated by both measurement model and structural model. Wetzels, Odekeren-Schroder, and Van Oppen (2009) formulated the following equation for the determination of GoF, which was utilised in the current study:

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

$$Gof = \sqrt{(0.333 \times 0.598)} = 0.446$$

Wetzels et al. (2009) recommended the following for the comparison of baseline GoF values: (1) 0.1 denotes small; (2) 0.25 denotes medium; (3) 0.36 denotes large. The obtained results in this study revealed a medium-to-large range, which confirmed the goodness-of-fit of the overall model. In other words, the validity of the PLS model in this study was deemed adequate.

4.17 Summary of Key Findings

The recent emergence and extensiveness of the PLS-SEM application have been widely recognised, which was also considered in the current study. The standard reporting procedures were applied in this study to ensure the validity and reliability of the model. Correlations were evaluated to ascertain the model's predictive power following the confirmation of the model's validity and reliability. The hypothesised relationships were examined, and the results demonstrated the extensive applicability of the model. In short, both measurement model and structural model in this study were comprehensively assessed. The results of the testing of hypotheses are summarised in Table 4.13.

Table 4.13
Summary of results of the testing of hypotheses

Hypothesis	Hypothesised Path	Decision
H1	TM influences employee performance.	Not supported
H1a	Talent acquisition influences employee performance.	Not supported
H1b	Talent development influences employee performance.	Supported
H1c	Talent retention influences employee performance.	Not supported
H2	TM influences motivation.	Supported
H3	Motivation influences employee performance.	Supported
H4	Motivation mediates the relationship between TM and employee performance.	Supported

The application of the bootstrapping technique and Baron and Kenny's (1986) method revealed the mediating effect of motivation on the relationship between TM and employee performance. The subsequent chapter provides additional discourse and clarification on this study's results in comparison to the results of prior studies with relation to the current study's context and underpinning theories.

4.18 Chapter Summary

This chapter presented the obtained results of the current study on the relationships of TM, talent acquisition, talent development, talent retention, motivation, and employee performance and the moderating effect of motivation on the relationship between TM and employee performance based on the sample of DTPS employees within the context of the UAE. The results of the assessment of this study's measurement model confirmed the validity and reliability of the measurements. Following that, the study proceeded to the assessment of structural model. As presented in Chapter Two, this study proposed seven hypotheses for testing. Based on the obtained results of path analysis, this study obtained sufficient empirical evidence to support four hypotheses, specifically on (1) the association between talent development and employee

performance, (2) the association between TM and motivation, (3) the association between motivation and employee performance, and (4) the mediating effect of motivation on the relationship between TM and employee performance. The next chapter further discusses the results presented in this chapter, the implications and limitations of the study, and recommendations for future research.



CHAPTER FIVE

DISCUSSION, CONCLUSIONS, AND RECOMENDATIONS

5.1 Introduction

This chapter aims to discuss and summarise the overall study and its detailed results and findings. Besides that, this chapter discusses the implications and limitations of this study. Several recommendations for future research are also presented in this chapter. Conclusion is presented at the end of this chapter.

5.2 Summary of the Study

The implementation of talent management (TM) in organizational contexts involves various challenges, such as lack of executive commitment and workforce resistance. According to Meyers et al. (2020), employee opposition frequently occurs when workers believe that TM initiatives favor particular employee or provide unfair possibilities for progress. When there is a lack of openness and communication, this resistance can erode engagement and motivation.

Furthermore, as managers are crucial in spotting, nurturing, and keeping talent, their lack of commitment is another significant obstacle (Thunnissen & Buttiens, 2017). Without their active participation, TM programs are unable to successfully integrate with corporate strategy, which results in inconsistent implementation and a limited effect on employee performance.

Despite that, the promising prospects of enhancing employee performance and the overall organisational performance through TM are evident. In other words, successful implementation of TM yields significant benefits, but poor implementation of TM, which is typically attributed to low levels of awareness, comes with several drawbacks. This study aimed to assess the influence of TM in terms of talent acquisition, development, and retention on employee performance and the moderating effect of motivation on the relationship between TM and employee performance among the employees of DTPS in the UAE. The relationship between TM and employee performance has been extensively explored, contributing to its complex nature and inconsistent conclusions. Therefore, a comprehensive analysis of the relationship between TM and employee performance is clearly warranted, which was explored in the current study.

The global recognition of the significance of talent as a key organisational practice for enhanced employee performance has contributed to the growing research interest on the influence of TM on employee performance. Furthermore, TM tends to be overlooked until there is a critical need for its effective functioning. Increased performance levels are associated with the implementation of TM initiatives (Arocas, 2018). Despite the significance of TM in enhancing employee performance, the current

study was propelled to address the lack of empirical evidence on the influence of TM on employee performance (Sopiah et al., 2020).

The relationship between TM and employee performance has been explored using various models. Simpler models were first utilised to demonstrate the relationship between these two constructs. In recent years, models have become more refined in consideration of the complex nature of this relationship. For higher levels of employee engagement and productivity, organisations implement various measures and strategies to effectively acquire, cultivate, and retain highly skilled and competent employees. Despite the significance of TM, the lack of well-structured and recognised strategies remains apparent. It is imperative for organisations to formulate TM strategies according to their organisational culture, resources, and business operations (Amiri & Shawali, 2021).

Motivation plays a key role in boosting performance and ensures the alignment of employees' expectations with the organisational settings (Kamidi, 2019). The role of motivation as a key factor that enhances employee performance and support the achievement of organisational goals is widely recognised (Afiyati, 2018). The concept of motivation has been extensively explored and expanded in various studies (Chauhan et al., 2019). According to Harahap and Khari (2019), internally and externally motivated individuals are driven to achieve their goals. Aldi and Susanti (2019) noted the substantial positive influence of motivation on performance. It is evident that motivation substantially influences both individual behaviour and performance. The relationship between motivation and employee performance depends on the nature of the tasks and responsibilities involved, of whether the tasks are performed individually or as part of a team. The current study also explored the concept of motivation and its

association with employee performance. Blom et al. (2020) proposed the need for organisations to prioritise enhancing motivation for enhanced overall performance.

The majority of prior studies shared similar views and findings on the positive influence of talent management (TM) and motivation on employee performance (e.g., Aljunaibi & Jerinabi (2023), Collings et al. (2019), Mensah (2020). Effective TM techniques, for example, have been demonstrated to improve employee engagement, retention, and performance using motivating methods that match personal ambitions with corporate goals. Similarly, the link between TM and performance outcomes has been found to be mediated by motivation, including extrinsic and intrinsic, especially in public-sector settings where service delivery depends on employee commitment. Grounded in the similar conceptual framework, these prior studies applied various methodologies on the implementation of these constructs and reported successful outcomes.

Nonetheless, it is pivotal to identify barriers or challenges that affect the success or efficacy of the implementation of talent-related initiatives or measures. Several previous studies have also emphasized the need to consider additional variables and conduct further assessments to achieve a more in-depth understanding of the often inconclusive findings (e.g., Al Ariss et al., 2014; Gallardo-Gallardo et al., 2020; King, 2018). Contextual elements like organizational structure, leadership style, and country culture, for instance, may considerably affect the association between employee performance and talent management approaches, according to Al Ariss et al. (2014). Similarly, Gallardo-Gallardo et al. (2020) contended that in order to properly explain differences in performance outcomes across various companies and industries, the complexity of TM systems necessitates the integration of mediating and moderating variables, such as motivation and engagement.

Besides that, the in-depth review of related literature in this study highlighted the comprehensive investigation on the influence of TM and motivation on employee performance but the lack of findings on the combined influence of both TM and motivation (Mehreen, 2020). Besides that, the moderating role of motivation in the relationship between TM and employee performance has remained underexplored. It is a challenge for organisations to develop and sustain high levels of motivation, as only a small group of employees exhibit the inherent traits of strong motivational interest (Ufaira & Hendriani, 2019).

Accordingly, this study focused on three dimensions of TM, namely talent acquisition, talent development, and talent retention, and assessed the influence of these constructs on employee performance among the employees of DTPS in the UAE. Based on the highlighted problem statement (Chapter One) and comprehensive analysis of pertinent literature (Chapter Two), the following objectives were established and achieved in this study:

1. To examine the influence of TM in terms of talent acquisition, talent development, and talent retention on employee performance in DTPS in the UAE
2. To examine the influence of TM in terms of talent acquisition, talent development, and talent retention on motivation in DTPS in the UAE
3. To examine the influence of motivation on employee performance in DTPS in the UAE

4. To assess the mediating effect of motivation on the relationships of TM in terms of talent acquisition, talent development, and talent retention with employee performance in DTPS in the UAE

As described and justified in the third chapter, this study employed the quantitative approach, specifically the survey method to collect data. The measurement items for the questionnaire survey were adopted from previous studies and modified according to this study's specific requirements. A five-point Likert scale was incorporated, and all scores were computed and averaged for each item and construct, yielding a descriptive overview of all constructs. This study posited enhanced employee performance following the improvement in TM and motivation.

The validity and reliability of the obtained results were ensured due to the meticulous process of validating the items and constructs in this study. The developed questionnaire survey was peer-reviewed and pilot tested prior to the actual data collection. The content of the questionnaire survey was confirmed. The pilot test involved 30 respondents. All data collected in this preliminary study were analysed. The pilot test produced satisfactory outcomes, which confirmed the reliability and validity of the measurements.

Descriptive analysis was performed using IBM SPSS (version 27.0). SmartPLS (version 4.0) was mainly utilised to perform PLS-SEM for the testing of hypotheses on the relationships of TM and its dimensions, motivation, and employee performance and the mediating effect of motivation on the relationship between TM and employee performance. All obtained results were presented in Chapter Four and further

delineated in the current chapter. Finally, recommendations for future research are discussed.

5.3 Discussion of Findings

This section comprehensively discusses the obtained results and findings with respect to the study's objectives. The main results of this study were summarised in Table 4.9.

5.3.1 Relationship Between Talent Management and Employee Performance

TM has gained immense interest in both academic research and organizational practice over the past decade (Kaleem, 2019). Most of the prior studies on HR management empirically explored the correlation between TM and employee performance (Manzoor et al., 2019). According to Gallardo-Gallardo et al. (2020), a number of contextual elements, including organizational culture, leadership support, resource availability, and the regulatory environment, have an impact on the development and use of talent management (TM) techniques. These issues were also present at the Town Planning and Survey Department, where the current study revealed that low management autonomy and strict bureaucratic procedures hindered the successful implementation of TM initiatives. The findings of Kravariti and Johnston (2020), who emphasized the paucity of empirical studies investigating the ways in which such contextual dynamics impact TM efficacy in the public sector, are consistent with this. Thus, by showing how certain institutional and cultural restrictions influence the results of TM practices in a UAE government environment, the current research helps close this gap.

The obtained results demonstrated insignificant influence of TM on employee performance ($\beta = 0.101$, $t = 1.227$, $p > 0.05$). Thus, this study obtained inadequate evidence to support H1. Nonetheless, earlier research has shown a strong positive correlation between TM and worker performance (Nagi et al., 2000; Ali and Mehreen, 2018; Gordon and Overbey, 2018; Horseman, 2018; Kaleem, 2019; Gryphon and Pustay, 2020). Organizational and contextual variations may be the cause of the disparity in results. The current study specifically examined a public sector company in the United Arab Emirates, where bureaucratic processes, strict HR regulations, and a lack of performance-based incentives may have contributed to the growth of TM practices. The relationship between TM and employee performance results may be weakened by such limitations. Furthermore, cultural norms that prioritize tenure and seniority above merit may further weaken the motivating benefits of TM practices, which would account for the study's non-significant correlation. This may be attributed to the cultural beliefs of the participating respondents in the current study, which affected the influence of TM on employee performance. Moreover, the examined organisations demonstrated the lack of a comprehensive TM system and knowledge on the significance of TM as a key strategy for enhanced employee performance. For organisations in the public sector, TM plays a significant role in ensuring the attainment of the predetermined aims and objectives. Organisations implement various short- and long-term initiatives aimed to develop strategic design plans, procedures, and methods according to their vision and goals.

5.3.2 Relationship Between Talent Acquisition and Employee Performance

Focusing on talent acquisition and employee performance, Ali et al. (2019) elaborated on the benefits of employing highly skilled and competent employees for key position roles. Through this strategic approach, organisations can effectively and efficiently

address potential issues and challenges, promote innovation, motivate employees, and enhance the existing intellectual capital.

In contrast to previous research (Almarzooqi et al., 2019; Kaleem, 2019; Jerónimo et al., 2020; Pattnaik et al., 2020), this study empirically showed an insignificant influence of talent acquisition on employee performance ($\beta = 0.218$, $t = 1.607$, $p > 0.05$), according to the results obtained. Numerous organizational factors may account for this conclusion. The public sector setting of the current study limits the potential to draw in and keep top talent since recruitment and selection procedures are frequently controlled by centralized decision-making and procedural rules rather than merit-based standards (Kravariti & Johnston, 2020; Al Suwaidi, 2021).

Therefore, even when hiring procedures are executed out, they might not always result in improved employee performance because of talent mismatches, a lack of performance incentives, or limited opportunities for career advancement. The effectiveness of talent acquisition initiatives is frequently diminished by bureaucratic recruitment systems, a lack of talent analytics, and a poor alignment between acquisition strategies and organizational goals, according to earlier research that also found similar inconsistencies in public sector contexts (Vaiman et al., 2020; Gallardo-Gallardo et al., 2020). Therefore, rather than being a theoretical contradiction to the TM-performance relationship, the negligible association found in this study could be a reflection of institutional constraints within the UAE's public sector talent management framework.

5.3.3 Relation between Talent Development and Employee Performance

Organisations support the growth of their employees through a structured process or strategic initiatives in order to cultivate their talents and enhance their potentials (Kumar et al., 2018). The current study empirically demonstrated the significant influence of talent development on employee performance ($\beta = 0.346$, $t = 2.372$, $p < 0.05$), which were found to be consistent with the results reported by Mangusho, Murei, and Nelima (2015), Mkamburi and Kamaara (2017), Jumawan (2018), Adnyani and Dewi (2019), Pangestuti (2019), Gryphon and Pustay (2020), Mishra, Singh, and Kumar (2021), Mantow and Nilasari (2022), and Alzaabi (2023). This may be attributed to the cultural beliefs of the participating respondents in this study, which affected the influence of talent development on employee performance. Moreover, the examined organisations demonstrated their support for talent development system and appeared to be adequately aware of the significance of talent development as a key strategy for enhanced employee performance. With that, TM must take into account various practices, which include strategic planning, career development, and training aimed at talent development for employees.

Numerous investigations carried out in the setting of the United Arab Emirates have produced similar conclusions. Al Hamadi (2020), for example, discovered that organized talent development initiatives in UAE government agencies greatly enhanced employee engagement and innovative results. Similarly, Hassan and Ismail (2021) found that competency-based training frameworks and leadership-driven learning initiatives at Dubai's public institutions led to quantifiable increases in employee productivity and job satisfaction. Additionally, Alzaabi (2023) highlighted that regular investment in career progression and professional development chances

increases employees' commitment and sense of loyalty, which in turn raises performance levels.

These outcomes support the findings of the current study, which shows that employee performance in the UAE is still significantly influenced by talent development across a variety of industries, especially in knowledge-driven and service-oriented organizations.

5.3.4 Relationship Between Talent Retention and Employee Performance

Employee retention denotes the capacity of an organisation in maintaining their existing workforce. Talent retention can be determined based on a basic statistical measure. Most importantly, employee retention should be viewed as a comprehensive means for organisations to attract and retain highly skilled and competent employees due to the intense competition for a limited talent pool. According to Kaleem (2019), organisations must make concerted efforts in the process of talent recruitment in order to employ employees who can contribute significant value to the organisations with their skillsets and expertise. Dissatisfied employees would display lower commitment, which may drive them to seek other employment opportunities.

The current study's results demonstrated insignificant impact of talent retention on employee performance ($\beta = -0.077$, $t = 0.563$, $p > 0.05$), which contradicted the results founded by prior studies (e.g., Mangusho, Murei, & Nelima, 2015; Mkamburi & Kamaara, 2017; Jumawan, 2018; Adnyani & Dewi, 2019; Pangestuti, 2019; Gryphon & Pustay, 2020; Scullion et al., 2020; Mishra, Singh, & Kumar, 2021; Mantow & Nilasari, 2022). As a critical area of concern, organisations are required to take into account talent retention and develop strategic solutions to deal with this issue. The intense competition for a limited talent pool characterises the market for highly

skilled and competent employees (Kaleem, 2019). Organisations should prioritise strategies of maintaining their capital and resources.

It is a major challenge for organisations to retain good talents due to the lack of understanding and recognition of TM tools. Organisations must make concerted efforts to attract and retain highly skilled and competent employees, as dissatisfied employees may become less committed over time and eventually seek for alternative employment. Effective talent retention strategies are highly crucial despite the limited talent pool available that results in increasingly competitive market for good talents. However, the current study found contradictory evidence, suggesting that talent retention may not, after all, exert significant influence on employee performance.

5.3.5 Relationship Between Talent Management and Motivation

The correlation between motivation and transformational leadership was extensively explored in various studies. The current study empirically demonstrated the significant relationship between TM and motivation ($\beta = 0.518$, $t = 10.724$, $p < 0.05$). Several prior studies discussed similar results on the substantial influence of TM on motivation (e.g., Rubenstein et al., 2018; Pramuditha, 2019; Castañeda & Doris Walter, 2020; Girdwichai & Sriviboon, 2020; Kuswati, 2020; Paais & Pattiruhu, 2020; Riyanto, Endri, & Herlisha, 2021; Sitopu, Sitinjak, & Marpaung, 2021). Prior studies highlighted the significant influence of career development, motivation, and TM, either in an integrated or individual capacity, on employee performance. Pramuditha (2019) noted the substantial influence of three factors on employee performance. The study presented empirical evidence on the concept of the influence of transformational leadership on employee motivation. Effective TM that incorporates talent acquisition,

talent development, and talent retention provide additional incentives that would motivate employees.

5.3.6 Relationship Between Motivation and Employee Performance

The correlation between motivation and employee performance has been explored in numerous studies. It is crucial for organisations to prioritise motivation among employees for enhanced performance (Blom et al., 2020). Based on the obtained results, the current study empirically demonstrated the significant influence of motivation on employee performance ($\beta = 0.573$, $t = 7.784$, $p < 0.05$), suggesting the pivotal role of motivation in enhancing employee performance.

These results were found to be in line with the results of prior studies like Afiyati (2018), Aldi and Susanti (2019), Harahap and Khair (2019), Kamidi (2019), Nadhiroh (2019), Burns and Alexander (2020), and Annisa and Supriyanto (2021). These results further reaffirmed the significant association between motivation and performance of employees. Highly motivated employees would display higher levels of commitment and satisfaction, resulting in enhanced employee performance. It is a major challenge for organisations without any effective strategies to motivate employees to obtain optimal performance. Therefore, motivation serves as a prerequisite for organisations to effectively engage employees and enhance their performance.

5.3.7 Mediating Effect of Motivation on the Relationship Between Talent Management and Employee Performance

The relationship between TM and organisational success has been extensively explored in numerous studies. Damarasri and Ahman (2020) found evidence on the combined effects of TM and motivation on employee performance. In other words, the

levels of employee performance are directly influenced by how organisations manage their available resources and talents and motivate their employees.

The current study obtained empirical evidence on the significant mediating effect of motivation on the relationship between TM and employee performance ($\beta = 0.297$, $t = 6.436$, $p < 0.05$). Several prior studies (Saifullah, 2020; Setiawan, 2021; Hidayat et al., 2022; Lestari & Muchsinati, 2022; Otyola, Julie, Caro & Rogers, 2023) found the significance of motivation in boosting performance, attaining competitive advantage, and ensuring successful outcomes. These results reaffirmed the mediating role of motivation in this unique relationship. Incorporating motivation in TM practices can strengthen organisational efforts to drive employees to yield optimal performance.

The study's overall conclusions demonstrate how important of talent management is to enhance employee performance and motivation in UAE public sector organizations. The current study offers a new viewpoint by showing how TM may be strategically matched with employee motivating demands in a government environment, even if earlier research has found comparable associations in corporate or multinational contexts. From my perspective, in addition to putting recruiting, development, and retention strategies into practice, firms also need to foster a positive work environment that prioritizes career advancement, intrinsic drive, and recognition. This suggests that organizations must focus professional growth, intrinsic desire, and recognition in a favorable work environment in addition to implementing recruitment, development, and retention initiatives. Additionally, it is important to view talent management as a dynamic system that adapts to shifts in national policies, workforce demographics, and corporate strategy rather than as a static process. In the UAE, encouraging a culture of digital innovation, Emiratization, and ongoing learning may improve performance

results and motivation, eventually guaranteeing long-term excellence in the public sector.

5.4 Implications of Study

Various insights on the issues and challenges related to the performance of public organisations in the UAE, particularly DTPS, were highlighted throughout the course of the study. This study examined the relationship between TM and employee performance within a specific context of the UAE and in consideration of its unique business environment. Focusing on TM, only a few empirical studies assessed the influence of key factors in the public sector of the UAE. The current study also ~~intended to~~ expand the literature on the influence of motivation as a mediator in the relationship between TM and employee performance. Overall, this study presented significant theoretical and practical contributions of study on the integrated relationships of TM, motivation, and employee performance, which are discussed in the following subsections.

5.4.1 Theoretical Implications

This subsection discusses the theoretical implications of this study. Given the focus of the study on the significance of TM and employee performance in the public sector, related issues pertaining to both TM and employee performance were comprehensively evaluated. To date, there have been inconsistent findings on the relationship between TM and employee performance in the current literature, which highlighted the need for a comprehensive analysis. Ali and Mehreen (2018) noted the ambiguity of the relationship between TM and employee performance. The lack of motivation has been empirically proved to contribute to unsuccessful implementation of TM initiatives.

Studies have also noted the significant correlation between TM and employee performance. As delineated in the problem statement (Chapter One), there exists a dearth of research on the relationship between TM and employee performance, particularly within the contexts of the UAE and the broader Middle Eastern region. Apart from addressing these gaps, the current study significantly expanded the overall understanding of the dynamics involved in this complex relationship.

Secondly, this study considered an additional variable, namely motivation, in the analysis of the association between TM and employee performance. The combined influence of TM, specifically talent acquisition, talent development, and talent retention, and motivation was found to be stronger than the individual influence of these two constructs on employee performance. After all, studies have proposed the combination of different strategies for higher efficacy in the implementation of TM.

Thirdly, this study presented significant theoretical implications on the expansion of the role of motivation in organisational performance and strategy. Based on the obtained results in this study, it can be concurred that motivation is a prerequisite when it comes to the implementation of any organisational changes. Without adequate motivation, any implementation of strategic initiatives would likely end in failure, resulting in the waste of resources (Annisa & Supriyanto, 2021). The resource-based view (RBV) theory and other related findings postulated similar views on recognising TM as an indispensable resource that substantially and positively influences employee performance. TM and motivation must be properly aligned for successful outcomes (Castañeda & Walter, 2020).

Besides that, the study's focus on the interplays of TM, motivation, and employee performance among employees of DTPS in the UAE significantly expanded the existing body of knowledge in this domain. In most cases, the significant contributions of the public sector in economic growth compel for more in-depth studies on TM through observational, descriptive, and conceptual approaches. This study's empirical findings on TM, motivation, and employee performance within the context of public sector, specifically in the UAE, were deemed significant theoretical contributions to the literature.

Apart from the testing of hypotheses, this study comprehensively evaluated the quality of the measures involved in terms of validity and reliability through confirmatory factor analysis. The rigorous testing of the developed questionnaire survey in this study was ensured. As a result, the reliability and validity of the derived results and findings were approved.

5.4.2 Practical Implications

Apart from the significant theoretical implications, this study presented substantial practical implications that would benefit policymakers and practitioners. As previously discussed, this study expanded the current understanding and knowledge base on the domains of TM and motivation for enhanced employee performance within the public sector from the perspectives of DTPS employees in the UAE, yielding several key practical implications.

Firstly, this study would mainly benefit DTPS employees by expanding their public service knowledge and recognising the significance of TM in the public sector. Motivation is also suggested for organisations to effectively implement necessary

measures, mechanisms, or processes and to attain strategic competitive advantage. Based on the study's findings, related stakeholders can design more effective strategies that incorporate TM as a key component for organisational success.

Secondly, this study propelled the consideration of more TM initiatives as part of organisational changes. A work environment that promotes strategic organisational changes and TM is crucial. As posited by the RBV theory and evidenced by the study's findings, motivation can either hinder or facilitate the implementation of organisational changes, particularly within the context of TM. Essentially, organisations must make deliberate considerations to effectively implement both characteristics to support and facilitate successful implementation. This study proved the need to implement strategic measures that effectively cultivate motivation-driven culture at the organisational level.

Besides that, this study contributed practical implications on the effective integration of TM principles for public organisations, especially DTPS in the UAE. The empirical findings on the significance of TM and motivation as a mediator in the association between TM and employee performance highlighted the potential influence of cultural context. As a culturally distinct nation, activities that are culturally different from the culture in the UAE may not receive full support and acceptance. Therefore, continuous efforts are clearly necessary, and the implementation of TM initiatives in DTPS itself would undergo gradual changes for successful outcomes.

Last but not least, this study underscored the importance of effective people management strategies in both public and private organisations. This study's empirical findings served as valuable guide for various organisations in strategic TM practices.

It is recommended for organisations to take necessary efforts and motivate their employees prior to the implementation of TM or other strategic initiatives.

In addition to highlighting the significant relationships observed in this study, it is crucial to take into account the factors that failed to have a statistically significant impact. Both theory and practice benefit from an understanding of unimportant links since it enables organizations to spot places where actions might not have the desired effect and prevent wasteful resource use. For example, organizations may need to reconsider the design, emphasis, or implementation of a particular talent management project if it was discovered that the initiative's effects on employee performance, including acquisition and retention, were negligible. Researchers can investigate contextual or mediating elements that may account for the lack of significance, while practitioners can utilize this understanding to select tactics that are more likely to provide quantifiable benefits.

Overall, recognizing unimportant linkages leads to a more balanced knowledge of organizational dynamics, assisting academics in honing theoretical models for further study and directing managers toward evidence-based policies.

5.5 Limitations of Study

This section presents the limitations of this study, which are discussed in terms of methodology, generalisability, and causation. Considering these limitations, the interpretation of the study's results and findings should be carefully considered.

Firstly, this study solely focused on DTPS in the UAE, which introduced a rather narrow scope of study. Other types of organisations were not included in the sample selection. As a result, the potential for generalisability may be limited. The limitations related to the data collected from a single source of a public organisation in the UAE may limit any attempt of extrapolating the findings to other public organisations.

Secondly, the application of a cross-sectional design in the current study indicated the analysis of the data collected at a single point of time, specifically the year of 2023. However, human psychology is a constantly evolving field. In order to observe any apparent differences, a longitudinal approach is more fitting to derive or obtain an accurate understanding of the complex relationships of TM, motivation, and employee performance.

Thirdly, the survey method used in this study involved the application of a five-point Likert. The participating DTPS employees were required to provide their views and perceptions according to this scale. In this case, there may be potential bias in the provided survey responses (Macinati, 2008). Therefore, a mixed-methods design, which incorporates both qualitative and quantitative methods, is recommended to ensure the robustness of the study's results and findings in terms of validity and reliability.

Lastly, certain prior studies conducted many variables for public organisations in the UAE. However, only a few studies explored these specific constructs within the context of the UAE. Considering the lack of related findings in the literature, the current study encountered limitations in comparing the results. In this study, some of these variables were studied. As a result, it was deemed not plausible to derive meaningful comparisons on these results and findings.

5.6 Recommendations for Future Research

The highlighted limitations of the current study, this section presents many recommendations for future research. Firstly, it is recommended for future research to expand the scope of the study in order to attain generalisability, especially in the assessment of the relationships between these key constructs and the mediating role of motivation. There should be research studies which focus on a single construct. The empirical testing of the proposed model in this study should be extended to samples from either the private sector in the UAE or all types of organisations combined. The model testing can also be extended to other nations within the region with similar practices or cultural backgrounds.

Secondly, the current study employed the cross-sectional research design, which involved the collection of data at a single point of time. Therefore, a longitudinal research design is recommended to accurately explore the complexities and development of the relationships of TM, motivation, and employee performance over time, which may be inadequately captured within a single point of time.

Thirdly, it is suggested for future study to consider a long-term strategy like the approach of case studies. Case studies allow a more accurate evaluation of the dynamic alterations in the constructs under study and a more thorough analysis of a complex phenomenon. With that, more accurate insights and results of successful constructs and drivers can be acquired.

Last but not least, it is recommended for future research to explore the perspectives of relevant stakeholders, particularly DTPS authorities. In this case, the study recommended approaching key individuals who possess and retain information and

knowledge on TM and motivation and their influence on employee performance and organisational performance.

5.7 Conclusion

The substantial influence of the performance of public organisations on the country's overall economic growth and development has contributed to the growing interest among researchers and practitioners, especially within the context of developing countries like the UAE. TM and motivation have been regarded as integral components that drive the effectiveness of organisational strategies for enhanced employee performance and development of innovative services. The current study did not explore the effectiveness of the implemented TM in DTPS, but the obtained results and findings demonstrated the importance of implementing TM.

This study obtained empirical evidence on the significant influence of TM and one of its dimensions (i.e., talent development) on employee performance. The management practices are initiated in the improvement but they remain of a high affect for the maintenance and development of organisational performance within the UAE. This study also underscored the significant influence of motivation on TM and employee performance. Besides that, this study empirically demonstrated the mediating effect of motivation on the relationship between TM and employee performance, suggesting the importance of both motivation and TM.

In order to acquire and sustain competitive advantage, it is imperative for organisations to effectively motivate their employees. For successful outcomes, all these factors must be taken into account by DTPS and other public organisations in the UAE. Moreover, policymakers, decision-makers, and relevant stakeholders should make

concerted efforts to cultivate a culture of motivation through strategic training and development. Incentives should be provided accordingly to motivate employees to deliver their best performance.



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APPENDICES

Appendix A

Questionnaire (English Version)



Universiti Utara Malaysia

Survey of Talent Management 2023

Dear Respondent,

Let me first congratulate you as you have been chosen to be one of our valuable respondents. To introduce myself, I am Hassan Mohamed Alzaabi, an Emarati doctoral candidate in the area of Management at the Universiti Utara Malaysia, Sintok, Malaysia. Here we kindly request you to spend nearly 15 minutes of your valuable time in order to fill out this questionnaire which is related to **the Talent Management**. This questionnaire is the research instrument I am using in order to complete the doctoral requirement of my dissertation.

For your kind information, the package you have received has two copies of the questionnaire in both Arabic and English. I am kindly requesting you to complete the one you prefer its language.

Dear respondent,

Your responses are very important and will be kept strictly confidential for the sake of knowledge. If you have questions, please contact me at: E-mail: hmalzaabi1977@gmail.com; Tel: **0501910071**

Once again, we would like to express sincere appreciation for your cooperation.

Most cordially,

Survey 2023

Section I

In this section, we are interested in Talent management practices in your Organisation. Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

	1	2	3	4	5
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1.	The organization prioritizes time to interview potential candidates.				
2.	The organization has a good overall knowledge of human recourse (HR) recruitment processes.				
3.	The organization consistently appoints high caliber employees to key positions.				
4.	The organization devotes time to attend to the filling of a vacancy.				
5.	The organization ensures that vacancies do not remain open for not more than 6 months.				
6.	The organization has a genuine interest to foster the training and development of people.				
7.	The organization carries out an objective assessment of individual's development needs.				
8.	The organization encourages the coaching of staff one-on-one.				
9.	The organization provides feedback for staff developmental purposes.				
10.	The organization actively creates developmental opportunities for potential employees.				
11.	The organization meets with staff for their career planning sessions.				
12.	The organization builds a good working relationship with all employees.				
13.	The organization allows flexibility of time for staff to attend to their family matters.				
14.	The organization ensures that employees have adequate resources to complete their work.				
15.	The organization reduces employees from job stress.				
16.	The organization assures that workload is full but not excessive.				
17.	The organization makes the effort to be aware of its employees' personal circumstance that might affect their work.				

Source: Oehley (2007)

Section II

In this section, we are interested in your opinion about the Motivation among the management of your organization. Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

		1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
18.	I feel a sense of personal satisfaction when I do this job well.	1	2	3	4	5
19.	My opinion of myself goes down when I do the job badly.	1	2	3	4	5
20.	I take pride in doing my job as well as I can.	1	2	3	4	5
21.	I feel unhappy when my work is not up to my usual standard.	1	2	3	4	5
22.	I like to look back at a day's work with a sense of a job well done.	1	2	3	4	5
23.	I try to think about other ways of doing my job effectively	1	2	3	4	5

Source: The McKinsey Quarterly (2006)

24.	I support changes in the organization's structure	1	2	3	4	5
25.	I support changes in the organization's business environment	1	2	3	4	5
26.	I assist the organization's workforce planning	1	2	3	4	5
27.	I enable achievement of the organization's strategic goals	1	2	3	4	5

Source: Lewis (2009). Talent Management Motives. CRANET survey (CIPD, 2011, Cranfield University, 2003).

Section III

In this section, we are interested in your opinion about the Employee Performance developed and maintained in your organization. Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

		1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
28.	I managed to plan my work so that it was done on time.	1	2	3	4	5
29.	My planning was optimal.	1	2	3	4	5
30.	I was able to separate main issues from side issues at work.	1	2	3	4	5
31.	I knew how to set the right priorities.	1	2	3	4	5
32.	I was able to perform my work well with minimal time and effort.	1	2	3	4	5
33.	Collaboration with others was very productive.	1	2	3	4	5
34.	I took on extra responsibilities.	1	2	3	4	5
35.	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
36.	I took on challenging work tasks, when available.	1	2	3	4	5
37.	I did more than was expected of me.	1	2	3	4	5
38.	I have demonstrated flexibility.	1	2	3	4	5
39.	I recovered fast, after difficult situations or setbacks at work.	1	2	3	4	5

Koopmans et. al., (2011)

Section V

In this section, we ask you for personal and organizational information. Please be assured that your responses to these questions are confidential. Please answer each item.

1. What is your title?
 - 1.....Branch
 2. Other (Specify).....
2. What is your gender?
 - 1.....Male
 - 2.....Female
3. What is your educational background?
 - 1.....High School
 - 2.....Community College
 - 3.....College Degree
 - 4.....Graduate Studies(Master/Doctorate)
 - 5.....Other specify).....
4. What is your educational major?
 - 1.....Business
 - 2.....Non Business
 - 3.....Other (Specify)
- 5- Experience.....

!!! YOUR PARTICIPATION IN THIS SURVEY IS HIGHLY APPRECIATED



Appendix B

Questionnaire Arabic Version



Universiti Utara Malaysia

إستبيان حول إدارة المواهب بدائرة التخطيط والمساحة 2023

السادة الكرام...

السلام عليكم ورحمة الله وبركاته

إسمحولي في البداية أن أشكركم على موافقتكم المشاركة في هذا الإستبيان. كما أود أن أقدم لكم نفسي،

أنا حسن محمد الزعابي طالب اماراتي في برنامج الدكتوراة تخصص إدارة عامة، في ماليزيا.

يقوم الباحث بجمع معلومات عن إدارة المواهب في دائرة التخطيط والمساحة بالشارقة ويعتبر نجاح هذا الإستبيان والنتائج المترتبة عليه أمر مهم لإستكمال متطلبات برنامج الدكتوراه، كذلك فهذه الدراسة مهمة لدائرة التخطيط والمساحة من خلال التوصيات الهادفة الى رفع مستوى الأداء الكلي.

بناءً على ذلك فأنا اكتب اليكم هنا لمساعدتي في هذا الإستبيان من خلال تخصيص 15 دقيقة من وقتكم الثمين لتعبئة هذا الإستبيان بصفقتكم موظفين في الدائرة.

ونحن إذ نحيطكم علماً بأن هذه الدراسة تعد من أوائل الدراسات من نوعها حول إدارة المواهب في الدائرة، لذا نرجو منكم الإجابة على جميع الأسئلة والعبارات والتي تتطلب رأيكم بخصوص بعض الممارسات الإدارية ولا تتطلب معلومات شخصية عنكم أو مالية عن المؤسسة.

أخيراً، ونحن إذ نشكر لكم تعاونكم معنا سلفاً بتعبئة هذا الإستبيان لنؤكد لكم أن هذه المعلومات ستعامل بسرية تامة ولن تستخدم إلا لغرض البحث العلمي، كما يمكن مراسلتنا على العنوان التالي لمزيد من التوضيح:

حسن محمد الزعابي

E-mail: hmalzaabi1977@gmail.com

Tel: 00971501910071

باللغة العربية:

https://docs.google.com/forms/d/e/1FAIpQLSfv7E7JoHoq11PNHP2O886qK2zgAuJonBVyVqpI7NG5GfQILQ/viewform?usp=sf_link

إستبيان حول إدارة المواهب بدائرة التخطيط والمساحة 2023

القسم الأول

في هذا القسم من الإستبيان نرغب في معرفة وجهة نظركم عن ممارسات إدارة المواهب في إدارتكم، الرجاء قراءة العبارات التالية ووضع دائرة حول الرقم الذي يعكس وجهة نظركم

5	4	3	2	1
موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة

5	4	3	2	1	1. تخصص الدائرة الوقت الكافي لاكتشاف المواهب
5	4	3	2	1	2. الدائرة لديها المعرفة الشاملة حول مهام الموارد البشرية وعملية التوظيف
5	4	3	2	1	3. تعين المنظمة باستمرار موظفين من ذوي الكفاءات العالية في المناصب الرئيسية
5	4	3	2	1	4. تعطي الدائرة الاهتمام اللازم لسد الشواغر
5	4	3	2	1	5. تضمن المنظمة عدم بقاء الوظائف الشاغرة مفتوحة لمدة لا تزيد عن 6 أشهر
5	4	3	2	1	6. الدائرة مهتمة في تعزيز التدريب وتطوير الأفراد
5	4	3	2	1	7. تقوم الدائرة بإجراء تقييم موضوعي لاحتياجات التنمية الفردية
5	4	3	2	1	8. تشجع الدائرة على تدريب الموظفين على أساس فردي (تدريب موظف لموظف)
5	4	3	2	1	9. تقدم الدائرة التغذية الراجعة لأغراض تطوير الموظفين
5	4	3	2	1	10. تخلق الدائرة فرصًا تطويرية للموظفين من أصحاب القدرات
5	4	3	2	1	11. تلتقي الدائرة مع الموظفين لجلسات التخطيط الوظيفي الخاصة بهم
5	4	3	2	1	12. تبني الدائرة علاقة عمل جيدة مع جميع الموظفين
5	4	3	2	1	13. تتيح الدائرة مرونة الوقت للموظفين للاهتمام بشؤون أسرهم
5	4	3	2	1	14. تضمن المنظمة حصول الموظفين على الموارد الكافية لإكمال عملهم
5	4	3	2	1	15. تقلل الدائرة من ضغوط العمل على الموظفين
5	4	3	2	1	16. تلتزم الدائرة أن يكون عبء العمل ممتلئ ولكنه ليس مبالغاً فيه
5	4	3	2	1	17. تبذل الدائرة جهداً لتكون على دراية بالظروف الشخصية لموظفيها والتي قد تؤثر على عملهم

Source: Oehley (2007)

القسم الثاني

في هذا القسم من الإستبيان نرغب في معرفة وجهة نظركم (رأيكم) عن مستوى التحفيز لدى إدارتكم. الرجاء قراءة العبارات التالية ووضع دائرة حول الرقم الذي يعكس رأيكم في مضمون كل عبارة.

5	4	3	2	1
موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة

5	4	3	2	1	أشعر بإحساس بالرضا الشخصي عندما أقوم بعملي بشكل جيد	18
5	4	3	2	1	رأيت في نفسي ينخفض عندما أقوم بالعمل بشكل سيء	19
5	4	3	2	1	أنا فخور/ فخورة عندما أقوم بتأدية عملي بقدر ما أستطيع	20
5	4	3	2	1	أشعر بالحزن عندما لا يكون عملي على مستوى معياري المعتاد	21
5	4	3	2	1	أحب أن أنظر إلى العمل بالأيام الماضية بإحساس أنني قد قمت بعمل جيد	22
5	4	3	2	1	أحاول التفكير بطرق جديدة للقيام بعملي بشكل فعال	23

Source: The McKinsey Quarterly (2006)

5	4	3	2	1	أنا أؤيد التغييرات التطويرية في (هيكل الدائرة)	24
5	4	3	2	1	أنا أؤيد التغييرات في (بيئة العمل)	25
5	4	3	2	1	أنا أساعد في تخطيط القوى العاملة في الدائرة	26
5	4	3	2	1	أنا أساعد في تحقيق الأهداف الإستراتيجية للدائرة	27

Source: Lewis (2009).

القسم الثالث

في هذا القسم من الإستبيان نرغب في معرفة وجهة نظركم رأيكم عن الأداء الوظيفي في مؤسستكم . الرجاء قراءة العبارات التالية ووضع دائرة حول الرقم الذي يعكس وجهة نظركم.

					5	4	3	2	1
					موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
5	4	3	2	1	تمكنت من تخطيط عملي بحيث يتم ذلك في الوقت المحدد				28
5	4	3	2	1	كان تخطيطي هو الأمثل				29
5	4	3	2	1	تمكنت من فصل القضايا الرئيسية عن القضايا الجانبية في العمل				30
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Koopmans et. al. (2011)

القسم الخامس

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5. سنوات الخدمة في هذه الدائرة

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